



## Alameda County Schools Insurance Group

P.O. Box 2487  
Dublin, CA 94568  
Phone (925) 225-1030  
Fax (925) 225-0653  
[www.acsig.com](http://www.acsig.com)

### AGENDA Strategic Planning 2022

**Date:** Thursday, January 13, 2022

**Time:** 1:00 PM

**Location:** Video Meeting  
Join Zoom Meeting

<https://us02web.zoom.us/j/7358807014?pwd=OWtmZkdmZmVwT0hCZklsNXA4RURXUT09>

**Meeting ID: 735 880 7014**

**Passcode: acsig20**

1. Review 2018 Plan
2. Carryforward/Update Priorities
  - Board Education
  - Policies/Procedures
3. New Initiatives
  - Succession Planning
    - Handouts
    - Review Job Description
    - Determine Board Expectations
  - Upcoming Challenges
    - Hardening Market
    - Keenan
    - Options Open
      - Self insured
      - Self administered
      - Non-PIPS
      - Non-NCR
  - PBIA / Dental Eligibility Changes



**LOCATION CALL- IN SHEET**  
**ALAMEDA COUNTY SCHOOLS INSURANCE GROUP**  
**STRATEGIC PLANNING MEETING**

January 13, 2022

1:00 PM

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This meeting will be conducted by teleconferencing in accordance with Government Code Section 54953(b). Members of the public may address the Committee from any teleconference location shown below:

**Alameda County Office of Education**

313 W Winton Ave.  
Hayward, CA 94544  
Dr. Candi Clark (510) 670-4218

**Albany Unified School District**

1051 Monroe Street  
Albany, CA 94706  
Jackie Kim (510) 558-3751

**Livermore Unified School District**

685 East Jack London Blvd.  
Livermore, CA 94501  
Susan Kinder (925) 606-3255

**New Haven Unified School District**

34200 Alvarado-Niles Rd.  
Union City, CA 94587  
Annette Heldman (510) 471-1100 ext 60413

**San Leandro Unified School District**

835 E 14<sup>th</sup> St  
San Leandro, CA 94577  
Dr. Kevin Collins (510) 667-3504

**San Lorenzo Unified School District**

15510 Usher Street  
San Lorenzo, CA 94580  
Madeline Gabel (510) 317-4641



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### EXECUTIVE SUMMARY

TO: ACSIG Executive Committee

FROM: Kimberly Dennis

DATE: January 4, 2022

SUBJECT: Strategic Planning Session

Due to continued challenges presented by the COVID-19 variants, the Executive Committee has transitioned from an in-person strategic planning meeting to a Zoom format. The past 2 years have taught us a lot about virtual meetings and our ability to conduct business remotely. Strategic Planning is always a challenge as we try to keep everyone on topic and participating. In an effort to maximize our time together and to establish new initiatives, several items are included with the agenda.

In my opinion, the most important discussion and action plan development will revolve around succession planning. Attached are a questionnaire and presentation overview focusing on the subject of Succession Planning. Completion of the questionnaire is not necessary. Their purpose is intended to solicit conversation among the Executive Committee related the future management at ACSIG. The Executive Director job description is also attached. I would like to discuss Board expectations and possible revisions to the job description.

Additionally, I would like to discuss possible future program changes for ACSIG. With the market hardening and the improved capital position of ACSIG programs, new opportunities may present themselves. It is important that the Committee discuss these possibilities, set priorities and vision cast for the next 3-5 years. These changes could affect all ACSIG programs.

Finally, it is important to review our last strategic planning meeting and initiatives developed. We will discuss what actions worked well, what didn't respond as expected and what initiatives should be carried forward.

I look forward to our upcoming session and wish you a very Happy New Year.

## Initiative Identified in Previous Strategic Planning Session

1. Add Workers' Compensation related items to the HR Advisory Committee agendas as appropriate. Additionally, make contact with Countywide HR administrators to attend their meetings on a more regular basis.

Kimberly and Michael were able to meet with HR representatives to discuss ACSIG initiatives focusing on EAP programs and the available services through the Service Team. Due to HR staffing changes, this continues to be a challenge.

2. Full implementation of Retirement Education Initiative.

Kimberly has worked individually with member agencies to access CalPERS representatives and implementing training sessions.

3. Review Wellness program opportunities within each agencies Health program.

This was done in conjunction with the EAP program implementation

4. Expand and Educate members about the Post Offer/Pre Placement Program

Kimberly and the service team continue to identify member agencies who have can best benefit from this program. Unfortunately, the facility identified in the southern region of the County went out of business and to date, AbilityUSA has not identified a new facility.

5. Research which JPA members have EAP programs and what available vendor there are in our area as well as the cost associated with the program.

ACSIG has partnered with Claremont EAP to implement EAP programs in the following districts:

ACOE  
Dublin  
Fremont  
New Haven  
Piedmont  
Pleasanton  
San Leandro  
San Lorenzo  
Tri-Valley ROP

6. Research Fitness for Duty Options

- a. Board Policies
- b. Trigger Parameters
- c. Who uses and How

This is not implemented consistently within the County. Each member is very sensitive to this topic and few have implemented well. The threat of union action makes this a very sensitive subject.

7. Improve Special Education training to include 3 real life scenarios outlining what occurred and what could have been improved.

One Live training was held before the pandemic. The service team was able to highlight the top 5 areas of injury and worked through the scenarios with the group identifying the things that were done well and areas of improvement.

Later, due to the pandemic, the Service Team worked directly with each member agency to identify specific areas of training related to special ed and performed the trainings remotely.

8. Schedule an annual Board/HR meeting to review JPA related items attributable to both departments.

Discuss with Board to do directly per district.

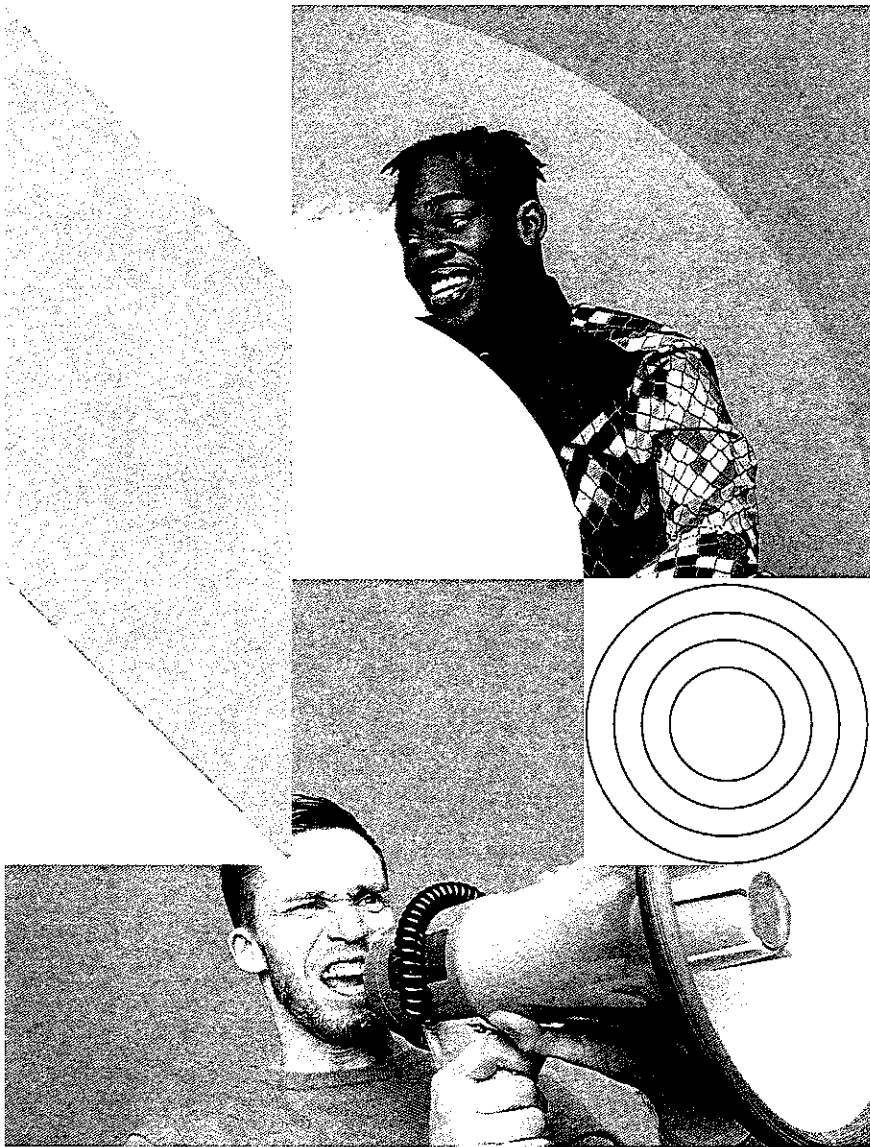
9. Research available job faireoptions for classified employees

Job Fairs were non-existent due to pandemic

10. Greater involvement with members/Improved Board Meeting experience

- a. Fewer changes to meeting dates/times
- b. Better notification when there is a meeting date/time change
- c. Send calendar invites for meeting with location address in invite
- d. Research Brown Act requirements for meeting utilizing Conference Call options
- e. Correct address for all membership
- f. Better use of alternates
- g. Put page numbers on the agenda
- h. Send reminder of meetings
- i. Raffle prizes

Improvements have been implanted. Discuss again at strategic planning review.



# The Wild, Wild West of Succession Planning

Your People, Your Board, and the Law

Presented by

**Rick Brush**

PRISM Chief Member Services Officer

**Allison Bateman**

PRISM HR Manager

**Maria Williams**

PRISM Sr. Member Services Specialist



**So...**  
**someone says they're leaving...**

IS YOUR ORGANIZATION PREPARED FOR A GAP IN  
PRODUCTIVITY, LEADERSHIP, PERCEIVED  
ORGANIZATIONAL STABILITY?



# What are you prepared for?

## INDIVIDUAL AGENCY

Are you a County, City,  
Special District, School?

## POOL/JOINT POWERS AUTHORITY (JPA)

Are you prepared to be a resource for your  
members in your pool/JPA?

## BOARD OF DIRECTORS/SUPERVISORS

Succession planning sends a message to your stakeholders that  
changes in leadership will not negatively impact the organization

## KNOW YOUR ORGANIZATION'S STRENGTH & WEAKNESSES

Best place to start is by conducting a S.W.O.T Analysis -  
Know where you are vs. Where you need to be

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PRISM - PARMA 2021 Presentation





# Considerations



## ORGANIZATIONAL APPETITE

Always important to have  
top down buy-in/support

## BUDGETS

No plan can happen  
without some idea of a  
budget for  
implementation

## KEY STAFF TO PLAN/IMPLEMENT

In addition to \$, you'll  
need staff to plan and  
execute those plans

## TIMELINES

How much time are you  
allotting to put the plan  
in place and have new  
staff on-boarded into  
their new positions?

## STAFF TO PROMOTE AND/OR RECRUIT

Are there person(s)  
already on staff that you  
can identify for  
promotion, or potential  
good recruits?

If you've only considered some or none of the above,  
it's time to put our thinking caps on!

# Timelines & Titles

## SHORT-TERM PLAN

This is a relative term specific to your organization, based on your SWOT Analysis Results

- Could mean 0-6 months, or 0 - 2 years
- Positions to consider: retirements, promotions, term limits ending on committee
- What/where are your organization's immediate needs

## LONG-TERM PLAN

Relative term specific to your organization, considering outside forces (market fluctuation, industry, political climate, etc.)

- Could be 3 years out, or even 5-10 years out
- Positions to consider: Chief levels, Long-time (active) board members preparing to retire
- A more involved process including additional departments and/or key individuals



# P.D.C.A Cycle



## PLAN (WHO AND WHAT)



## DO



## CHECK



## ACT OR ADJUST

### WHO:

- Agency: Internal HR Department
- Pool/JPA: Pool Administrator and assistance from other JPA

### WHAT:

- Objectives of Succession Plan
- Desired Results

- Agency: utilize services for temporary gaps (ERC), implement leadership/training for key staff identified for promotion
- Pool/JPA: educate yourself on your organization's goals and be able to serve as liaison for new(ly) elected officials
- Hit pause: do we need to tweak the position we are filling

- Are your processes working
- What things are working or not working
- Areas of improvement for your Succession Planning

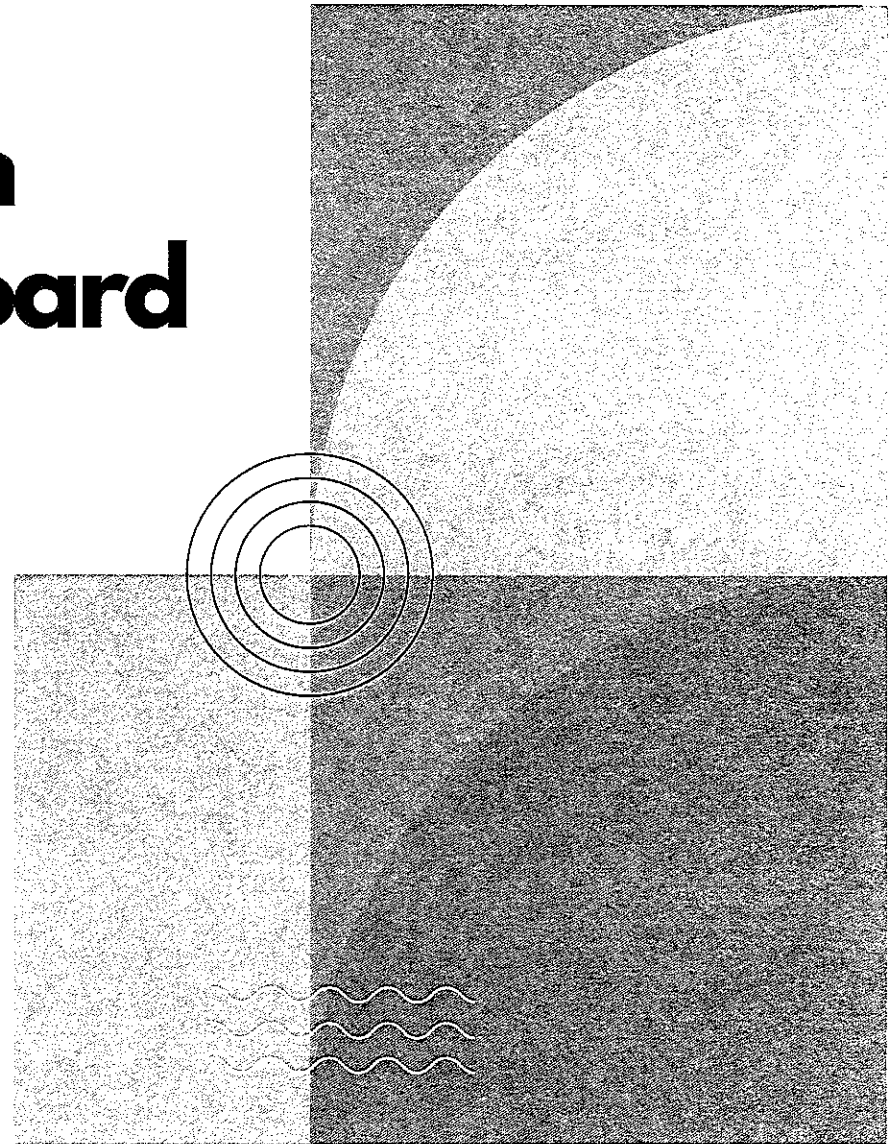
- Take into account what you learned in the 'CHECK' phase and re-adjust
- Begin the process over again - this time, with more improved processes and data

# Specifics of Succession Planning and Your Board

There are many reasons for boards to pursue succession planning, including:

- 
- It ensures the desired board composition
  - It ensures a diverse board composition
  - It maintains the balance of institutional knowledge
  - It enhances trust with stakeholders and your constituents
  - It maintains the balance of power on the board
  - It ensures that stakeholders will be unaffected by changes in leadership

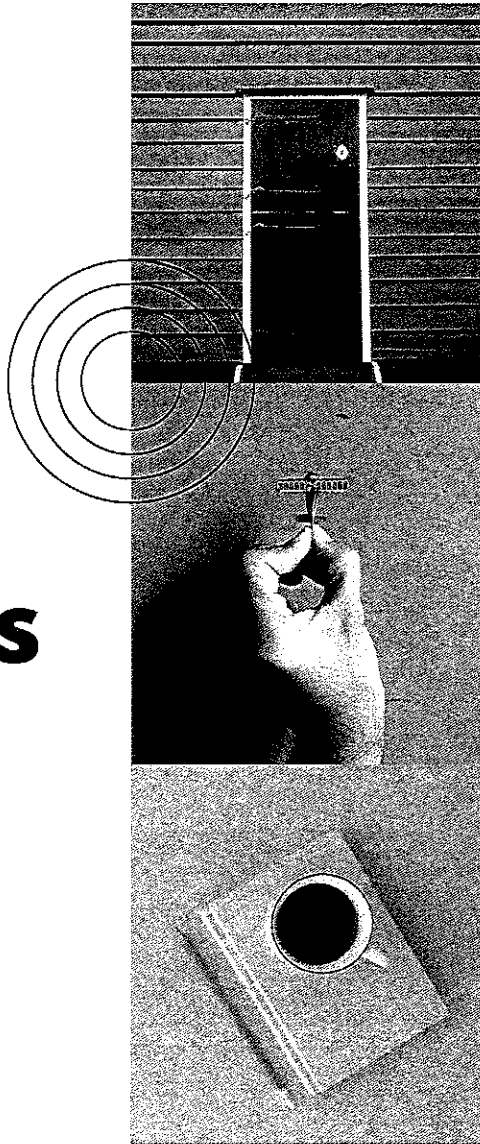
"What Is a Board Succession Planning Policy?" from Diligent Insights



# Additional Considerations

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STAFF RAPPORT WITH BOARD

POLITICAL CLIMATE OF BOARD

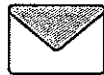
BOARD SUCCESSION POLICY

# The Law and You

IMPORTANT DOCUMENTS FOR COMPLIANT SUCCESSION PLANNING



Up-to-Date  
Job Descriptions



Current  
Training  
Records



Up-to-Date  
Internal Training  
Documents/Presentations



Current  
Policies & Procedures



Conversations with Key  
Personnel Have Taken Place



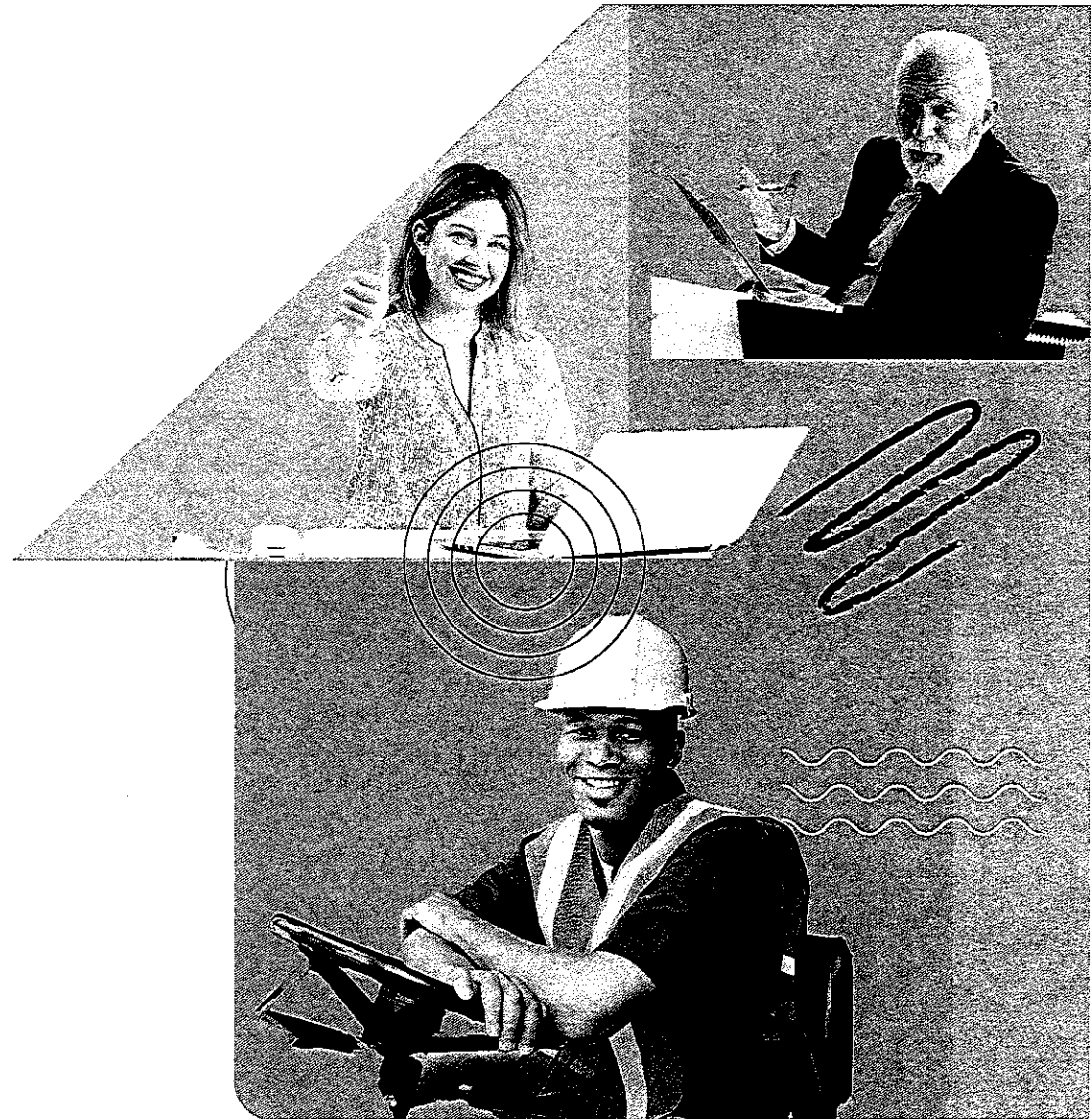
# Potential EPL Issues

THINGS TO NOTE DURING YOUR  
ORGANIZATION'S JOURNEY THROUGH  
SUCCESSION PLANNING

- 
- Reasonable Accommodations
  - Consistency
  - Documentation

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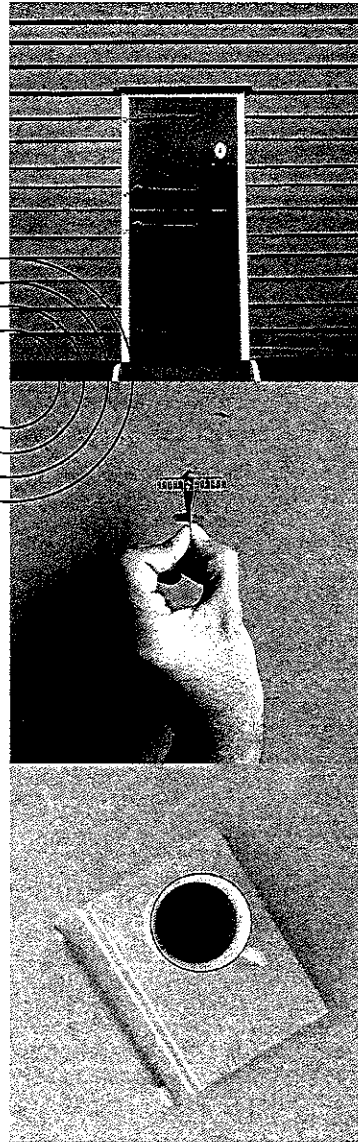


# **“Train people well enough so they can leave, treat them well enough, so they don't want to”.**

– Richard Branson

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## LEADERSHIP ACADEMY

Several organizations provide leadership courses to help prepare the next generation of leaders (see next slide)

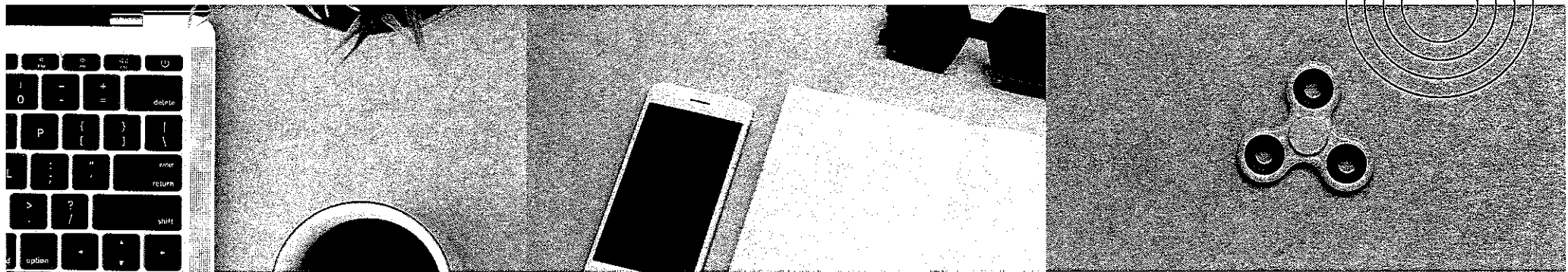
## MENTORS

- Inter-departmental
- Company-wide
- Industry-wide

## IT'S ALL ABOUT EXPOSURE

- Attending conferences
- Speaking/presenting at meetings and discussions
- Having a 'seat at the table' early on

# Tools of Your Trade



## SERVICES & SOFTWARE

- Use of Consulting Firms to fill 'gaps'
- LMS Systems with Training Topics like: Leadership, Board Membership, Communications, and Risk Management

## INTERNAL CROSS-TRAINING

Your staff are a wealth of knowledge because they've been the boots-on-the-ground in the very positions you're trying to fill in their absence - don't forget to use them to cross-train incoming staff.

## INDUSTRY ORGANIZATIONS

Such as: PARMA, CAJPA, CalPELRA, AGRiP, all have excellent tools to help with Succession Planning and much more!

## The Wild, Wild West of Succession Planning: Your People, Your Board and the Law

### What are you prepared for?

Individual Agency

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Pool/JPA

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Board of Directors/Supervisors

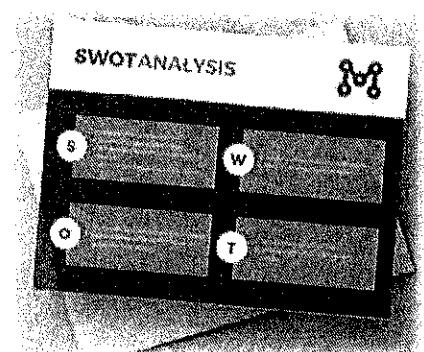
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Know your Organization's Strengths & Weaknesses (S.W.O.T. example below)

Strengths	Weaknesses
Opportunities	Threats



Example Templates available on platforms such as [Canva.com](https://www.canva.com)

## Considerations

Organizational Appetite

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Budgets

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Key Staff to Plan/Implement

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Timelines

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Staff to Promote and/or Recruit

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**Timelines & Titles**

Short-term Plan

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Long-term Plan

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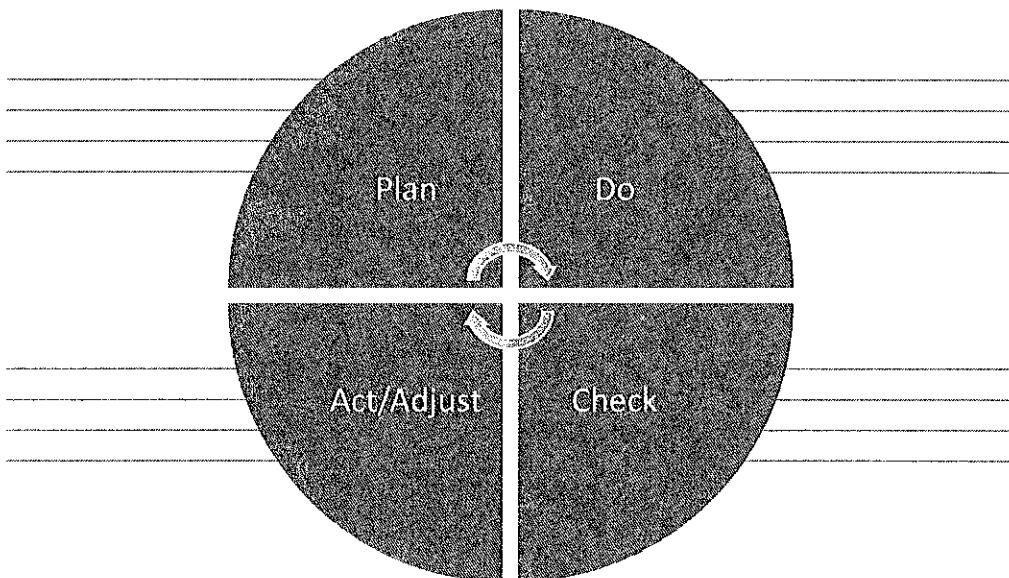
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**Plan. Do. Check. Act/Adjust Cycle**



## **Specifics of Succession Planning and Your Board**

- \_\_\_\_\_
- It ensures a diverse board composition
- \_\_\_\_\_
- \_\_\_\_\_
- It maintains the balance on the board
- It ensures that stakeholders will be \_\_\_\_\_ by changes in leadership

## **Additional Considerations**

Staff Rapport with Board

\_\_\_\_\_

Political Climate of Board

\_\_\_\_\_

Board Succession Policy

\_\_\_\_\_

## **The Law and You**

Important documents for compliant succession planning

- ☐ Job Descriptions up to date?
- ☐ Training Records current?
- ☐ Training Documents/Presentations current?
- ☐ Policies & Procedures current?
- ☐ Conversations with Key Personnel initiated?

### **Potential EPL Issues**

Things to note during your organization's journey through succession planning

Reasonable Accommodations

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Consistency

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Documentation

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### **Training Opportunities for Succession Planning**

Resources for training up your employees identified for promotion

**“Train people well enough so they  
can leave, treat them well enough,  
so they don't want to”.**

— Richard Branson

Leadership Academy

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Mentors

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It's All About Exposure

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## **Tools of Your Trade**

Services & Software

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Internal Cross-Training

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Industry Organizations

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## **Questions? Follow Ups**

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**Allison Bateman**, Human Resources Manager

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**Maria Williams**, Sr. Member Services Specialist

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**We are in the business of  
relationships and people.  
Good luck and enjoy the journey!**

# Executive Director Job Description

## DUTIES OF THE EXECUTIVE DIRECTOR

The Executive Director provides leadership for the Alameda County Schools Insurance Group (ACSIG). Under the general direction of the Joint Powers Authority (JPA) Executive Committee, the Executive Director plans, organizes, manages and directs the insurance programs for participating JPA members; coordinates, supervises and provides staff support services including management of programs of workers' compensation, property, liability and employee dental and vision benefits as well as supervision and review of third-party claims processing. The Executive Director provides advisory services to members of the JPA; supervises support staff; and performs various related duties.

## DUTIES

Duties may include, but are not limited to, the following:

1. Administers all affairs of ACSIG, including preparation of agendas and minutes for Board of Directors and Executive Committee meetings and maintains all necessary files and records
2. Plans, develops, recommends and enforces policies, regulation and operational procedures
3. Supervises activities of JPA employees
4. Prepares and administers annual budget and assumes financial accountability for JPA funds
5. Serves as a member of all JPA committees
6. Acts as a spokesperson for the JPA to members districts, governing boards, related industry contact, the media and the public
7. Plans, develops and recommends procedures for the administrative operations of the comprehensive risk management program.
8. Establishes and maintains a countywide loss control program with emphasis on accident prevention.
9. Evaluates existing coverages and recommends additional coverage or cost-effective changes.
10. Monitors insurance programs to ensure effectiveness of brokers or claims administrators
11. Analyzes exposure of JPA members to various types of casualty losses.
12. Analyzes risk associated with member districts and recommends and obtains insurance as appropriate

13. Provides on-going studies of the feasibility of alternate programs.
14. Conducts continuous analyses to determine areas in which self-insurance would be advantageous
15. Keeps abreast of changes in the field of risk management and incorporates changes as appropriate.
16. Manages the program for workers' compensation, property and liability insurance and employee dental and vision benefits.
17. Negotiates rates, administrative fee schedules, administrative agreements, premiums, policy terms, and claims processing with insurance brokers and administrators
18. Works with various staff to ensure employee safety
19. Assists with implementation of employee safety and loss prevention programs.
20. Supervises the development and implementation of systematic claims processing records and control program
21. Develops standards and procedures
22. Provides technical expertise
23. Works with a third-party administrator
24. Performs various related duties.

#### QUALIFICATIONS:

##### Demonstrated knowledge of:

1. Principles, practices, procedures and laws governing JPA operations.
2. Preparation, analysis and review of JPA financial statements and budgets in accordance with Governmental Accounting Standards
3. Self-insured and other alternative risk financed workers' compensation programs.
4. Principles and procedures of liability claims processing.
5. Principles of supervision, training and performance evaluations.
6. Financial and other statistical analysis
7. Budgeting procedures and techniques.
8. Modern office procedures, methods and computer equipment
9. Program development, operations, funding and maintenance.
10. Excellent interpersonal and meeting facilitation skills.
11. Working for or with school districts.

##### Demonstrated Ability to:

1. Design work and programs with conceptualization and creativity
2. Organize, direct and implement comprehensive risk management, general insurance and liability claims programs.
3. Organize and deliver presentations to school boards and related type meetings.
4. Supervise, train and evaluate assigned staff

5. Interpret and make decisions in accordance with appropriate laws, rules and priorities.
6. Evaluate complex claims and establish adequate reserves.
7. Compile and maintain accurate and complete records and reports.
8. Communicate clearly and concisely, both orally and in writing.
9. Establish and maintain cooperative working relationships with those contacted in the course of work.

#### EDUCATION AND EXPERIENCE:

1. A Bachelor's Degree from an accredited college or university with major coursework in public or business administration or a related field.
2. Five years of on-the-job management experience of increasing responsibility in an organization of similar size and scope is required.