



MINUTES OF THE APRIL 3, 2025 BOARD OF DIRECTORS SPECIAL MEETING

A special meeting of the Board of Directors was held at the SpringHill Suites in Downey, CA.

VOTING MEMBERS PRESENT:

Downey	James McQueen
El Segundo	Sharon Brennan
Fullerton	Veronica Gutierrez
Glendora	Marie Ricci
Huntington Park	Eduardo Sarmiento (<i>left at 11:35 a.m.</i>)
Inglewood	Debra Carter (<i>arrived at 10:11 a.m.</i>)
Lynwood	Patrick Matson
San Fernando	Sergio Ibarra
Santa Ana	Aarti Kaushal
South Gate	Thurman Green (<i>arrived at 10:21 a.m.</i>)

MEMBERS ABSENT:

Adelanto
Bell
El Monte
Hawthorne

OTHERS PRESENT:

Eide Bailly	Devin Sinner
Sedgwick	Eric Dahlen
	Marina Acosta
	Jon Paulsen
	Remon Hernandez
	Min Su

1. CALL TO ORDER

President Sergio Ibarra called the meeting to order at 10:09 a.m.

2. ESTABLISHMENT OF QUORUM AND INTRODUCTIONS

Roll call was taken, and a quorum was established.

3. PUBLIC COMMENTS

No public comments were made.

4. APPROVAL OF AGENDA AS POSTED OR AMENDED

Motion by Debra Carter (Inglewood), seconded by Eduardo Sarmiento (Huntington Park), to approve the agenda as posted. Motion passed unanimously by all voting members present. South Gate was not present.

5. CONSENT CALENDAR

There were no items on the Consent Calendar.

6. OPEN SESSION

A. 2022-2025 Strategic Plan Revisit

Eric Dahlen, Executive Director, stated the objective of this strategic planning reboot was intended to be a fresh start, learning from past successes and current opportunities. The strategic plan from 2022, which was revisited in 2023, focused on pool growth, member engagement, financial stability, and vendor relations and future staffing. The following were key takeaways from the planning session:

I. Pool Growth

- A. Board members discussed several factors addressing why members are leaving ICRMA:
 - 1. Cost is a major issue.
 - 2. Lack of risk management support and outdated training programs.
 - 3. Lack of vendor support, which includes unresponsive third-party administrators (TPA).
- B. The Board wishes to see risk pooling best practices and is open to recommendations and ideas from the Sedgwick Administration team.

II. Member Engagement

- A. The Board discussed a complete rebrand and gave direction to Sedgwick to bring back recommendations, inclusive of internal and external marketing materials.
- B. Board discussed risk pooling education with the following recommendations:
 - 1. Risk pooling basics. Members are encouraged to take the AGRiP Pooling Basics Certificate course.
 - 2. The Board recommends creating an orientation and onboarding process for new Board members, ensuring they receive all relevant documents.

III. Financial Stability

- A. The Board discussed the pool's financial stability. The pool is currently financially stable.
- B. Members recommend prioritizing cost allocation and transparency. Recommendations include:
 - 1. Revamping the cost structure during the May budget process, particularly the general and administrative (G&A) budget, and highlighting the impact of vendor contract renewal costs on the overall budget.
 - 2. Performing a cost allocation analysis to determine whether it is within best practices.
 - 3. Conducting benchmarking to determine adequacy of overall ICRMA risk pool costs.
 - 4. Having the broker evaluate commercial insurance access points to reduce overall insurance costs.
 - 5. Determine is the point at which ICRMA becomes financially insolvent if more members continue to exit.

IV. Vendor Relationships and Future Staffing

- A. The Board discussed engaging with the Director of Loss Control and the Claims Program Managers to measure areas that are driving losses. Recommendations include:
 - 1. Risk Director providing quarterly loss trend reporting such as large losses, average costs, litigation, hot spots, and emerging risks.
 - 2. Providing lessons learned with guidance on how to prevent future losses.
 - 3. Developing a comprehensive training catalogue that addresses the specific needs of members is essential.
- B. The Board recommended quarterly stewardship meetings with Third Party Administrators (TPAs) AdminSure, Carl Warren, and CorVel.
- C. Mr. Dahlen recommended the Board evaluate TPA performance, service expectations, workflows, and communications, with the possibility of also exploring a TPA consolidation.

Please see attached key takeaways from the Board of Directors Strategic Planning Reboot Special Meeting.

7. CLOSING COMMENTS

Board President, Sergio Ibarra, expressed his gratitude to staff and Board members for their engagement throughout the meeting.

8. ADJOURNMENT

The meeting was adjourned at 2:08 p.m.

Strategic Planning Reboot Meeting April 3, 2025

Key Takeaways:

- 1) **ICRMA Rebranding** – Explore internal and external marking options. Member retention is a high priority. Board is open to suggestions from the Sedgwick Admin team.
- 2) **Marketing** - Create internal and external marketing plans.
- 3) **Claims Management Structure** - Evaluate TPA performance, service expectations, workflows, and communications. Explore TPA consolidation. Align contractual deliverables for all former TPAs.
- 4) **Data Integrity (GL and WC)** – Establish rigorous TPA reporting and data integrity requirements between TPAs and Origami. The pool has two (2) active Liability TPAs, plus eight (8) current and former WC TPAs resulting in major data integrity issues.
- 5) **Risk Pool Training** - Create training on risk pool basics, financials, and best practices.
- 6) **AGRiP Risk Pooling Basics** – Board President encouraged members to enroll in this reimbursable online course. Admin team will remind new members to register for the course.
- 7) **Governance Training** – Develop member training on how to make motions, and how to add agenda items.
- 8) **Vendor Resource Guide** – Create a resource guide on current program vendors and how member can utilize them.
- 9) **ICRMA Pool Member Orientation** - Create orientation packet and set quarterly virtual training for new and current members.
- 10) **Risk Pool Benchmarking** - Evaluate adequacy of overall costs for this pool vs. other comparable size pool. Analyze all costs: at pool layer, excess, and G&A.
- 11) **Transparent Cost Allocation** – Improve transparency to members on all allocated pool costs.
- 12) **G&A Budget Analysis** – Revamp cost structure. During May budget process, focus on G&A budget, show impact of vendor contract renewal costs against overall budget.
- 13) **Member Benchmarking** – Develop an analysis showing how each city measures against each other in terms of allocated pool costs, paid losses, etc.
- 14) **Risk Management Stewardship Reporting** – Establish quarterly BOD reporting by Risk Direct on program and member level trends: large losses, average costs, litigation, hot spots, and emerging risks.
- 15) **Risk Control** – Establish “Lessons Learned” by Risk Director to mitigate pool costs.
- 16) **Insurance Captive** – Explore potential risk transfer options to reduce premium costs.
- 17) **Broker Access to Reinsurance Markets** – Determine if broker is accessing all potential markets and super pools to help reduce overall insurance costs for the pool.