

# Personnel Committee Meeting



YOUR BEST PROTECTION

ACWA JPIA  
2100 Professional Drive  
Roseville, CA 95661

**Monday**  
**January 8, 2024**  
**10:00 AM**

Chair: Melody McDonald, San Bernardino Valley Water Conservation District

Vice-chair: David Drake, Rincon del Diablo Municipal Water District

J. Bruce Rupp, Humboldt Bay Municipal Water District



# PERSONNEL COMMITTEE MEETING

## AGENDA

[Zoom Link](#)

Meeting ID: 532 180 4035

Password: 5742

Telephone No.: 1 (669) 900-6833

### **Monday, January 8, 2024, 10:00 AM**

This meeting shall consist of a simultaneous Zoom teleconference call at the ACWA JPIA, 2100 Professional Drive, Roseville, CA 95661 and the following remote sites:

- Drake – 325 Rock Ridge Place, Escondido
- McDonald – 254 E Valley Street, San Bernardino
- Rupp – 229 Boyle Drive, Eureka

### **WELCOME**

### **CALL TO ORDER AND ANNOUNCEMENT OF QUORUM**

**PUBLIC COMMENT** Members of the public will be allowed to address the Personnel Committee on any agenda item prior to the Committee's decision on the item. They will also be allowed to comment on any issues that they wish which may or may not be on the agenda. If anyone present wishes to be heard, please let the Chair know.

### **INTRODUCTIONS**

### **ADDITIONS TO OR DELETIONS FROM THE AGENDA**

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Beatty	* II. Review and Take Action on Employee Handbook Changes	<b>8</b>
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Beatty	* VI. Review CEO Evaluation Consultant	<b>120</b>
Beatty	* VII. Review CEO Coaching/Leadership Support	<b>125</b>
Beatty	* VIII. CEO Update	<b>130</b>
McDonald	* IX. Discuss Next Meeting Date: June 3, 2024	<b>131</b>

## **ADJOURN**

\*Related items enclosed.

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*Written materials relating to an item on this Agenda that are distributed to the ACWA JPIA Personnel Committee within 72 hours before it is to consider the item at its regularly scheduled meeting will be made available for public inspection at ACWA JPIA, 2100 Professional Drive, Roseville, CA 95661-3700; telephone (916) 786-5742. ACWA JPIA's normal business hours are Monday – Friday, 7:30 a.m. to 4:30 p.m.*



*Unapproved Minutes*

**Personnel Committee Meeting**

ACWA JPIA  
2100 Professional Drive  
Roseville, CA 95661  
(916) 786-5742

September 6, 2023

This meeting consisted of a simultaneous Zoom teleconference call at the ACWA JPIA, 2100 Professional Drive, Roseville, CA 95661 and remote sites.

**MEMBERS PRESENT**

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Chair: Melody A. McDonald, San Bernardino Valley Water Conservation District  
Vice-Chair: David Drake, Rincon del Diablo Municipal Water District  
J. Bruce Rupp, Humboldt Bay Municipal Water District

**MEMBERS ABSENT**

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None.

**STAFF PRESENT**

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Chief Executive Officer/Secretary: Walter “Andy” Sells  
Adrienne Beatty, Assistant Executive Officer

**CALL TO ORDER AND ANNOUNCEMENT OF QUORUM**

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Chair McDonald called the meeting to order at 11:10 a.m. and announced there was a quorum.

**PUBLIC COMMENT**

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As the agenda stated, members of the public would be allowed to address the Personnel Committee on any agenda item prior to the Committee’s decision on that item. Comments on any issues on the agenda, or not on the agenda, were also welcomed. No comments were brought forward.

**ADDITIONS TO AND DELETIONS FROM THE AGENDA**

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None.

**I. APPROVAL OF MINUTES**

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Chair McDonald called for approval of the minutes of the June 8, 2023, meeting.

M/S/C (Drake/Rupp) (Drake-Yes; Rupp-Yes; McDonald-Yes): That the Personnel Committee approve the minutes of the June 8, 2023, meeting, as presented.

## **II. REVIEW 2023-2024 ORGANIZATION GOALS**

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Ms. Beatty reviewed the 2023-2024 organizational goals and objectives. She explained that the JPIA will continue with the same goals and objectives from 2022-2023 as follows: Continue community services project, create digital strategy/ roadmap, and improve internal and external communications.

## **III. REVIEW STAFFING ACTIVITIES**

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Ms. Beatty reported on the events and activities that have transpired since the last Personnel Committee meeting. Two offsite events took place: an adults-only social event at Impact Axe and a family event at the Old Spaghetti Factory and Sactown Family Fun for mini-golf. After their meeting on July 27, an Executive Committee appreciation event was hosted by JPIA staff with fun games and a BBQ. Staff continue to volunteer at the Placer Food Bank.

## **IV. REVIEW STAFFING STATUS AND NEW ADMINISTRATIVE ASSISTANT III AND LEAD RISK ADVISOR POSITIONS AND MAKE RECOMMENDATION TO THE EXECUTIVE COMMITTEE**

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Ms. Beatty reported on staffing changes that have occurred since the last Personnel Committee meeting. Jennifer Jobe started as Director of Pooled Programs; Laura Baryak was promoted to Event Planner; and Matt Bunde was promoted to Lead Risk Control Advisor. The Lead Risk Control Advisor South position vacated by Peter Kuchinski was removed from the Salary Schedule. The JPIA has created a Lead Risk Control Advisor position, grade 48 and an Administrative Assistant III (Administration) position, grade 24. Job descriptions for both positions were included in the packet.

M/S/C (Rupp/Drake) (Drake-Yes; Rupp-Yes; McDonald-Yes): That the Personnel Committee make a recommendation to the Executive Committee approval of the new positions of Lead Risk Control Advisor and Administrative Assistant III (Administration) and resultant updated Salary Schedule, as presented.

## **V. REVIEW NEW SALARY SCHEDULE AND MAKE RECOMMENDATION TO THE EXECUTIVE COMMITTEE**

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Ms. Beatty stated that the JPIA's annual Employee Performance Appraisal process and subsequent merit increases take place during the months of August and September, with merit increases awarded on October 1. The Fiscal Year 2022-23 Salary Schedule requires approval prior to October 1. Changes to the salary schedule include the removal of the Lead Risk Control Advisor South position and addition of the Lead Risk Control Advisor position. Additionally, each year staff proposes a change to the salary ranges partially related to the change in Consumer Price Index (CPI) for the Western US Region. This year's range increase is also being requested to allow more cushion to avoid the risk of long-tenured staff exceeding their ranges with a merit increase.

M/S/C (Drake/Rupp) (Drake-Yes; Rupp-Yes; McDonald-Yes): That the Personnel Committee make a recommendation to the Executive Committee approval of the JPIA 2023-24 Salary Schedule, as presented.

## **VI. REVIEW REVISED ANTHEM/KAISER CDHP HSA FUNDING POLICY AND MAKE RECOMMENDATION TO THE EXECUTIVE COMMITTEE**

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Ms. Beatty reported that at their July 27, 2023 meeting, the Executive Committee approved increasing the deductibles on the Consumer Driven Health Plans (CDHP) to \$1,600 for a single and \$3,200 for a family, matching the new IRS minimums, to maintain participants' eligibility to contribute to an HSA. Currently, the JPIA deposits monies, annually in January, into the HSAs for eligible employees enrolled in a CDHP. Staff recommends the HSA contributions by the JPIA, for eligible participants in the Anthem and Kaiser CDHP plans, be increased to an amount that continues to make the out-of-pocket deductible spend for CDHP participants equal to that of the Anthem PPO/Kaiser participants.

M/S/C (Rupp/Drake) (Drake-Yes; Rupp-Yes; McDonald-Yes): That the Personnel Committee make a recommendation to the Executive Committee to approve increasing the ACWA JPIA contribution to HSAs for participants in the Anthem CDHP plan to \$1,400 for an individual and \$2,600 for a family and increase the contribution to HSAs for participants in the Kaiser CDHP plan to \$1,600 for an individual and \$3,200 for a family, effective January 1, 2024.

## **VII. REVIEW CEO EVALUATION PROCESS AND MAKE RECOMMENDATION TO THE EXECUTIVE COMMITTEE**

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The CEO position will transition from Walter "Andy" Sells to Adrienne Beatty, effective October 1, 2023. With this transition, the Committee may wish to consider a formal, structured process for evaluating the performance of the new CEO over the coming fiscal year. Staff recommended engaging an outside consultant to help guide the Executive Committee through the annual evaluation process and provide executive coaching and leadership support, if desired. Proposals for both services were attached to the packet.

M/S/C (Rupp/Drake) (Drake-Yes; Rupp-Yes; McDonald-Yes): That the Personnel Committee make a recommendation to the Executive Committee approval of the proposed CEO evaluation proposal, excluding salary negotiation services, and approve the proposed executive coaching and leadership support proposal for the \$1,000 per month service plan.

## **VIII. CEO UPDATE**

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Mr. Sells and Ms. Beatty provided an update on relevant, current issues and potential, future opportunities, and challenges. A discussion was held on the need to hire for additional positions in the near future and the consensus of the Committee was to support staff seeking approval from the Executive Committee directly to approve the new positions of Senior Claims Examiner, Administrative Assistant (Claims), and Cost Estimator. These positions are in addition to the new Administrative Assistant III (Administration) position, previously recommended for approval under Agenda Item IV.

## **NEXT MEETING DATE**

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The Personnel Committee is scheduled to meet next on January 8, 2024.

The Personnel Committee meeting adjourned at 12:30pm.

**ACWA JPIA**  
**Employee Handbook Changes**  
**January 8, 2024**

**BACKGROUND**

The Personnel Committee is to be kept apprised of recommended changes to the JPIA Employee Handbook. The JPIA Employee Handbook was last updated in 2023 to ensure compliance with State and Federal employment laws that went into effect in 2023.

**CURRENT SITUATION**

To ensure compliance with new State and Federal employment laws that take effect in 2024, the JPIA Employee Handbook is under revision and includes several updates. In addition, throughout the document, changes were made to fix grammatical errors, remove duplicative statements, and clarify intent.

The proposed changes were thoroughly reviewed, and agreed upon, by the CEO, General Counsel, HR Manager, HR Specialist, WC Manager, and Directors.

*The recommended changes have no negative impact on the JPIA General & Administrative budget.*

A high-level summary of recommended changes are, as follows:

- **Work Hours** (page 8 of the Handbook) – revised to allow employees more flexibility, pending Manager approval, with daily start/end times.
- **Overtime** (page 14 of the Handbook) – removed reference to compensatory time for exempt employees as this does not apply. Also removed “Holidays Worked” section as it conflicts with revisions made to the Paid Leave Policy/Holiday Observances section.
- **Group Insurance Plans** (page 22 of the Handbook) – added language reflective of changes approved at the June and September 2023 Executive Committee meetings and updated all sections for consistency. Retiree Health Benefits was updated to ensure financial contributions from JPIA are proportionately reflective of years of service. Change in Marital/Domestic Partner Status was clarified.
- **COBRA** (page 33 of the Handbook) – added section regarding non-payment of premiums and clarified Cal-COBRA section.
- **Workers’ Compensation Program** (page 33 of the Handbook) – clarified and expanded language as recommended by the Workers’ Compensation Claims Manager.
- **Paid Leave Policy** (page 43 of the Handbook) – added language reflective of vacation accrual changes approved at the June 2023 Executive Committee meeting. Expanded the bankable holiday policy in Holiday Observances (the total number of eligible holidays has not changed). Updated the Bereavement, Jury



and Witness Duty, Sick Leave, and Organ or Bone Marrow Leave Policies to comply with State Law and current, internal practices.

- **Unpaid Time Off** (page 49 of the Handbook) – clarified language, simplified section, and brought section into compliance with State and Federal Law.
- **Alcohol, Marijuana and Drug Free Workplace** (page 62 of the Handbook) – brought section into compliance with State and Federal Law.
- **Request for Reasonable Accommodation** (page 68 of the Handbook) – brought section into compliance with State and Federal Law.
- **Children at Work** (page 71 of the Handbook) – updated to modernize the policy.
- **Dress and Grooming Standards** (page 77 of the Handbook) – updated to modernize the policy.
- **Return-to-Work Program** (page 90 of the Handbook) – updated as per the recommendations of the Workers' Compensation Claims Manager.

### **RECOMMENDATIONS**

That the Personnel Committee make a recommendation to the Executive Committee to approve the recommended edits to the JPIA Employee Handbook.

**ACWA JPIA**

# Employee Handbook



Revised January 2024~~3~~

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# Handbook Interpretation and Introduction

This Handbook is intended to provide you with a general understanding of the Association of California Water Agencies Joint Powers Insurance Authority's (JPIA) human resource policies, benefits, and rules. It is intended to familiarize you with important information about the JPIA as well as information regarding your own privileges and responsibilities. Although it is not an employment contract or legal document, it is important that all employees read, understand, and follow the provisions of the Handbook. It may be changed from time to time by the JPIA. You will be notified in writing of any amendments and additions to these policies and procedures. Keep this Handbook, additions, and revisions on file for your reference.

This Handbook, however, cannot anticipate every situation or answer every question about employment, nor can it provide information that answers every possible question. Additionally, circumstances will undoubtedly require that guidelines, practices, and benefits described in this Handbook change. Accordingly, the JPIA must reserve the right to modify, supplement, or rescind any provision of this Handbook from time to time, as it deems necessary. You will, of course, be advised of changes that occur.

The JPIA is constantly striving to improve its operations, the services that it provides its members and its relations with its employees. You are encouraged to bring suggestions for improvements to the attention of your department [manager](#), [director](#), ~~head~~ or the Chief Executive Officer. Additionally, if you have any questions or seek clarification, you should see your department [manager](#) ~~head~~.

By working together, the JPIA believes that it will share with its employees a sincere pride in the workplace and the services that they are here to provide.

## JPIA Mission Statement

The ACWA Joint Powers Insurance Authority (JPIA) is dedicated to consistently and cost effectively providing the broadest possible affordable insurance coverages and related services to its member agencies.

## JPIA Core Values

The core values of an organization are those values JPIA hold which form the foundation on which we perform work and conduct ourselves. There is an entire universe of values, but some of them are so important that throughout the changes in society, government, politics, and technology, they are STILL the core values JPIA will abide by. In an ever-changing world, core values are constant. Core values are not descriptions of the work JPIA does or the strategies JPIA employ to accomplish the

mission. These values underlie JPIA's work, how staff interact with each other, and which strategies JPIA employ to fulfill our mission.

- **People:** Members and JPIA are one team; employee success equates to organizational success
- **Integrity:** Operating with transparency, honesty and fairness to build trust
- **Innovation:** Continuous improvement and adaptation by asking "What if?" and finding the best solutions
- **Service:** Going beyond expectations for internal and external relationships; taking pride in all we do

## Introduction to Employment

### Open Door Policy

The JPIA promotes an atmosphere in which you can talk freely with the management. You are encouraged to openly discuss with your department ~~manager~~<sup>head</sup> any problems so appropriate action may be taken. If they cannot be of assistance, the ~~Director of Human Resources and Administration~~<sup>Human Resources Manager, Department Director</sup> ~~Human Resources Manager~~ or Chief Executive Officer ~~are~~<sup>is</sup> available for consultation and guidance. The JPIA is interested in all of its employees' success and happiness.

### Equal Employment Opportunity

It is the continuing policy of the JPIA to provide equal employment opportunities for all individuals who have the necessary qualifications with respect to recruitment, hiring, performance appraisal, promotion, training, termination, compensation, or other personnel-related activities regardless of the actual or perceived ancestry, race, color, religion, sex, gender, gender identification, gender expression, national origin, disability, medical condition, marital status, age, genetic information, sexual orientation preference, ~~or~~ veteran/military status, or any other characteristic protected by federal, state or local laws. All employee decisions will be based upon policies and practices that further the principles of equal employment opportunity.

Every member of management is held responsible for assuring non-discrimination in employment opportunities. In addition, all staff members, regardless of position, share in the responsibility of maintaining a discrimination-free work environment.

## Diversity Equity and Inclusion

ACWA JPIA is committed to fostering, cultivating and preserving a culture of diversity, equity and inclusion.

JPIA's human capital is the most valuable asset JPIA has. The collective sum of the individual differences, life experiences, knowledge, inventiveness, innovation, self-expression, unique capabilities and talent that JPIA team members invest in their work represents a significant part of not only JPIA culture, but JPIA reputation and company's achievement as well.

JPIA value and encourage team members' differences in age, color, disability, ethnicity, family or marital status, gender identity or expression, language, national origin, physical and mental ability, political affiliation, race, religion, sexual identity, socio-economic status, veteran status, and other characteristics that make JPIA team members unique.

JPIA's diversity initiatives are applicable to all aspects of employment and the ongoing goal of developing of a work environment built on the premise of gender and diversity equity that encourages and enforces:

- Respectful communication and cooperation between all team members.
- Teamwork and employee participation, permitting the representation of all groups and employee perspectives.
- Work/life balance through flexible work schedules to accommodate team members' varying needs.
- Employer and employee contributions to the communities JPIA serve to promote a greater understanding and respect for the diversity.

All JPIA team members have a responsibility to treat others with dignity and respect at all times. All team members are expected to exhibit conduct that reflects inclusion during work, at work functions on or off the work site, and at all other company-sponsored and participative events.

## Employment

All employees are hired on an "at will" basis, unless you are employed under a written contract stating otherwise. This means that you may resign at any time and that the JPIA may terminate you at any time, with or without cause. At the end of this Handbook, you will find a copy of an "at will" employment agreement. Please read this carefully, sign and return to the [Director of Human Resources and](#)

~~Administration~~ ~~Human Resources Manager~~ ~~Human Resources Manager~~. An additional copy is provided for your records.

Any offer of employment will be conditioned upon a designation of “medically qualified” through a pre-employment physical exam and other conditions set forth in the offer letter.

## Employment of Relatives

The JPIA's policy is to hire, promote, and transfer employees on the basis of individual merit and to avoid any hint of favoritism or discrimination in making such decisions. Even if favoritism or discrimination is not shown, the existence of the situation may precipitate questions difficult to answer or may cause some discomfort for the individuals involved.

The JPIA may refuse to hire relatives of present employees if doing so could result in actual or potential problems in supervision, security, safety, or morale or if doing so could create potential conflicts of interest. The JPIA defines “relatives” as spouses, registered domestic partners, children, siblings, parents, in-laws, and step-relatives.

The employment of relatives or spouses is regarded as a potential violation of this policy and will be discouraged in general for regular employees. It will be considered for temporary, short-term positions.

This policy also applies to persons who are not legally married, but in the JPIA's judgment, because of their involved personal relationship may be unduly likely to improperly alter their organizational decisions in favor of their partner.

### Marriage or Development of Involved Personal Relationships While Employed

If two persons should marry while both are employed by the JPIA, they may continue their employment in the same job provided that such employment does not adversely affect safety, morale, security, internal financial control, or supervision; and such spouses or relatives neither initiate nor participate in making institutional recommendations or decisions which would directly affect employment status of their relatives.

If the criteria are not met, one of the spouses must change jobs, change JPIA locations, or leave the JPIA. The couple will make a decision within thirty (30) days of the marriage as to which of the two of them will change positions. If this decision is not made within 30 days, based upon its business needs the JPIA reserves the right to determine which employee will be transferred or whose employment will be terminated.

The provisions of this paragraph also apply to employees who establish a personal relationship, which in the JPIA's judgment, have become sufficiently involved to the point where it has become unduly likely that one or both of the partners will improperly make organizational decisions in favor of the other.

## Exceptions

The CEO may make an exception to this policy if it is found that:

- The position to be filled requires a person with specialized training and experience not generally available in the employment market;
- There is a vital agency need to fill the position;
- Substantial bona fide efforts have been made to locate and employ such a person who is not a relative of any employee; and
- The relationship between the relative and the applicant or employee is unlikely to materially affect ~~his or her~~their employment by the JPIA.

## New Employee Onboarding

As a new employee, you will be provided formal onboarding that will include: an initial meeting with your manager; a tour of the facility; a meeting with the ~~Director of Human Resources and Administration~~Human Resources Manager~~Human Resources Manager~~ to review the benefits, office procedures and employee Handbook; training as needed for your position (including basic training as outlined in the New Employee Onboarding Checklist); and a meeting with each department ~~manager~~head to learn about their specific departments.

## Initial Appraisal Process

As part of the hiring process, your manager will conduct an initial appraisal within the first 30 days on the job. This appraisal will provide expectations, goals, and objectives to be completed within the first 120 days. ~~according to timelines set for a particular position. The timelines are 90 days for non-exempt employees and 120 days for exempt employees. Following the timeframe noted above,~~Your manager will then conduct a formal Performance Appraisal.

This appraisal process is considered part of the hiring process.

Newly hired employees, who are still in their initial appraisal~~evaluation~~ process, must get approval of their manager to take any paid time off.

## Employee Classifications

Upon successfully completing this initial appraisal process, you will then be classified into one of the following categories:

### Full-Time Regular Employee

Defined as at will employees who have successfully completed their initial appraisal process and are assigned a definite work schedule of at least 30 hours per week and their employment is expected to continue for an indefinite period of time. Full-time regular employees are eligible for employee benefits as described later in this Handbook. Full-time employees that work less than 40 hours per week, but 30 or more hours per week, will have benefits pro-rated according to the number of hours worked, in accordance with the following policies and requirements of vendors.

### Part-Time Regular Employee

Defined as at will employees who have successfully completed their initial appraisal process and are assigned a work schedule of less than 30 hours per week, and it is expected to continue for an indefinite period of time. Part-time regular employees may be eligible for vacation, sick leave, and holiday benefits as described later in this Handbook.

### Temporary Employees

Defined as at will ~~an~~ employees who are~~is~~ hired to perform a specific task or to be employed for a temporary period of time. Regular temporary employees are limited to six months on the job for full time employment or 1,000 hours or 125 days in a fiscal year. They are not eligible for vacation and holiday benefits; however, are eligible for sick leave as described later in this Handbook.

### Extended Temporary Employees

Extended Temporary Employees are those that exceed 1,000 hours of service. They are not eligible for vacation benefits; however, are eligible for sick leave as described later in this Handbook, plus:

- Enrollment in the CalPERS system, or payment into the system if already a member, with the JPIA paying the employer portion.
- Paid regular holidays as they fall within their service period

If the employee is rehired within one year of separation, the sick leave accrued at time of separation will be reinstated.

In addition, employees are also classified as Non-Exempt or Exempt.

## Exempt/Non-Exempt Employee

Employees whose jobs are governed by the FLSA are either "exempt" or "non-exempt." Non-exempt employees are entitled to overtime pay. Exempt employees are not. Most employees covered by the FLSA are non-exempt. Some jobs are classified as exempt by definition. For most employees, however, whether they are exempt or non-exempt depends on (a) how much they are paid, (b) how they are paid, and (c) what kind of work they do.

The requirements to determine this status are outlined in the FLSA Regulations (promulgated by the U.S. Department of Labor). See the [Director of Human Resources and Administration](#) [Human Resources Manager](#) [Human Resources Manager](#) if you have questions.

## Rehired Employees

Employees who are rehired following a break in service in excess of one (1) year, other than an approved leave of absence, must serve another initial appraisal process, whether or not such a period was previously completed. Such employees are considered new employees from the effective date of their re-employment for all purposes, including the purposes of measuring benefits.

## Internal Applications

JPIA encourages staff to identify professional development opportunities within the organization. One such way is to apply for internal openings and grow within the JPIA. Any employee can apply for an internal opening, as long as they are not on a Performance Improvement Plan. When an opening is posted, the employee must submit a JPIA application, resume and cover letter to the [Director of Human Resources and Administration](#) [Human Resources Manager](#) [Human Resources Manager](#) by the due date listed on the job advertisement. Like all external applicants, the internal candidate will be interviewed if they meet the qualifications of the job. An interview is not guaranteed.

## Promotions

It is the JPIA's intent to promote from within whenever possible. However, it is in the JPIA's best interest to fill all positions with the best qualified individual. When opportunities occur within the organization, promotions and transfers will be based upon an employee's qualifications and performance.



## Temporary Upgrades

Whenever temporary positions are available within the JPIA or regular positions are filled on a temporary basis, it is the JPIA's intent to give employees an opportunity to apply for such positions.

If management feels that none of the applying employees are fully qualified for the temporary position, ~~they~~ ~~he/she~~ may recruit outside candidates with the qualifications necessary to fill the position.

If you do not agree with the management's decision on who was selected for the temporary upgrade, you should discuss this with them. If a resolution is not reached, the manager should arrange to have you discuss the matter with the Chief Executive Officer.

When the temporary positions end, it is the JPIA's intent to give the employees who were temporarily advanced an opportunity to return to their former positions.

## Work Hours

The standard work week begins at 12:01 a.m. Sunday and ends at 12 midnight the following Saturday. The ~~core business~~ ~~normal work~~ hours are Monday through Friday, 7:30 a.m. to 4:30 p.m., depending upon operational requirements. Since the JPIA is a service organization, normal work may fluctuate with claims or member demand. As a general rule, departments are to be ~~staffed~~ ~~manned~~ from 7:30 a.m. to 4:30 p.m. ~~with the exception of the lunch hour from 12 p.m. to 1 p.m.~~

With management approval and depending ~~Dependent~~ on your department needs you may start work any time before ~~between the hours of 7:00 a.m. and 9:00 a.m.~~ and you may end work between the hours of 3:30 p.m. and 6:00 p.m. A consistent schedule is preferred. If changes in your work schedule are required or desired, your manager will notify you or respond to your request at the earliest opportunity. You may be required to work overtime or hours other than those normally scheduled. It is the JPIA's intent to allow you maximum flexibility in scheduling your time while still meeting the needs of the organization.

## Alternative Work Schedule

### Purpose

This policy is established in order to gain the maximum efficiency for the JPIA and allow the employee additional opportunities to enjoy their non-work hours.



## Workweek Schedule

The JPIA's normal workweek consists of five/eight-hour days (40 hours per week), Monday through Friday. The JPIA has established a 9/80 work schedule for staff subject to the guidelines below. It is important to note that the Alternative Workweek Schedule is not appropriate for all positions, or in all settings, or for all employees.

## Participation Criteria

- The Alternative Work Schedule will be initiated on a trial basis and may be discontinued at any time at the request of either the employee and/or management. The JPIA reserves the right to suspend the arrangement in the event of unanticipated circumstances regarding employee performance or operational needs.
- Eligibility to participate in the alternative program is subject at all times to the needs of the JPIA and may be modified as those needs dictate. Certain positions may be ineligible for participation due to necessary work schedules.
- New employees are eligible to participate following successful completion of initial 90-day review.
- Service to the members must be maintained, including adequate phone coverage. It is essential that each department be staffed from 7:30 a.m. to 4:30 p.m. Monday through Friday (except during the noon hour).
- Timeliness, quality, and quantity of work must be maintained.
- Priority work must be accomplished in a timely manner.
- A satisfactory attendance record and continued satisfactory work performance must be maintained.
- All participants must agree to abide by the guidelines.
- In order for this program to be successful, it is important that employees communicate with their co-workers and managers regarding any critical issues that may arise on your day off.

## Non-Exempt Employees

- Participants will work 80 hours over a two-week period; eight nine-hour workdays and one eight-hour workday. Fridays are the designated days off. The eight-hour workday and the day off are to be regularly scheduled.
- Employees will be paid overtime (time and a half) for hours worked in excess of 40 hours in any work week, or they can request comp time according to the JPIA's policy.

- It is required that employees have 40 hours in each workweek to equal 80 for the two week pay period.
- The normal workweek will begin on Friday, four hours into the work shift and ends on the following Friday four hours into the work shift.

## Exempt Employees

- Exempt employee's schedules participating in this program are based on a 40-hour workweek utilizing the 9/80 schedule noted above. You are required to devise a work schedule with your manager in advance to coincide with your job responsibilities and the needs of the JPIA.
- There will be no alternative workweeks scheduled during any pay period with more than one holiday.
- If you are taking more than one day off in any two-week pay period, for any reason, you will be required to revert back to the original five-day work schedule. You will not be able to take a 9/80 day off during that pay period.
- If you work a 9/80 schedule and are unable to take your day off due to work restrictions, you will not be entitled to carry that day over. It is recommended that you adjust your workweek accordingly and revert back to the normal schedule.
- If you work a 9/80 schedule, half days worked count as half a day only. Half days worked do not count as a full nine-hour day.

## Procedures

- Pay periods will cover two weeks, or 26 pay periods per year. Any hours worked over 80 hours per pay period will not be carried forward to upcoming pay periods. The "slate" starts clean at the beginning of each new two-week pay period.
- Time sheets will be for a two-week/80-hour period and need to be completed on Paylocity by 9 a.m. on the Monday following the end of the pay period.
- Each department director/manager will manage their department schedule. All staff is expected in the office on Mondays, unless granted approval by their manager in advance.
- Once participants are committed to an alternative schedule, it is expected to be followed for that pay period. Keep in mind that a scheduled day off will be treated just like any other Saturday or Sunday. If you get sick, the time will not be recognized as paid sick time.
- Holiday occurring on an employee's regularly scheduled workday will require charging the number of hours/day, similar to employees working a regular schedule.

- Holiday that falls on an employee's regularly scheduled day off will require charging the number of hours/day and be given an alternate day off within the next 30 days.
- Vacations and Sick Leave absence of at least one full day but less than a full week will require charging the number of hours/days the employee was normally scheduled to work on the specified day(s).
- Vacations and Sick Leave absence of two or more days will require the employee to revert back to a traditional schedule to ensure no more than 40 hours/5 days in any given week is docked from leave accruals.
- If an employee is needed to assure adequate coverage during a period when a counterpart is on vacation or out of the office for one week or more, or any time the JPIA requires, they may be required to revert back to a five day/40-hour work week.
- Participants in the alternative program that take extended leaves for any reason, will be removed from the program for the duration of the leave.
- This program may be discontinued at any time.

## Remote Work

JPIA considers working from home to be a viable alternative work arrangement in cases where the individual, job and manager characteristics are best suited to such an arrangement. Working remotely is a voluntary work alternative that may be appropriate for some employees and some jobs. It is not an entitlement, it is not a company-wide benefit, and it in no way changes the terms and conditions of employment with JPIA. The success of the program will be evaluated based on productivity, seamlessness to our members and staff, and no negative impact on our collaborative culture.

### General Guidelines

Remote work is optional. Remote work is not permanent and may be discontinued at any time without prior notice and is not a privilege, or a right. A manager may determine that some positions and/or individuals are not well suited for the remote work option.

Remote work is limited to no more than 2 days per week, and will be arranged by the manager due to the individual needs of each department ~~as specified in the employee's job description; they can decide if it is to be the same day each week.~~

Whether a position is eligible for remote work and how much is specified in the employee's job description and sSubject to manager approval, ~~the remote work option is available to all staff with JPIA who are not currently on a Performance Improvement~~

**Plan.** Manager and employee will have regular discussions as to the viability of continuing the benefit based on employee performance. [The remote work option is not available to staff who are on a Performance Improvement Plan.](#)

## Employee Responsibilities

Keep the main JPIA Outlook calendar updated so that others can easily determine if employee has taken a day off, is out of the office, attending a virtual meeting, or working remotely.

Be available during the core hours of 8:00 a.m. to 4:00 p.m. to answer calls, respond to email, attend web meetings, etc., and attend all Q & As.

Come into the office if requested by their supervisor to do so.

Work will be performed from their primary residence.

Use of JPIA issued laptop computers, or a personal computer configured for JPIA remote work is required. Unless extenuating circumstances, no new equipment will be purchased by the JPIA nor will reimbursement for any office equipment for remote work. Employee is responsible for the care and safety of any JPIA equipment issued. Needed supplies can be obtained when in the office.

Ensure remote work environment is one conducive to 8 hours of productive work time, preferably in a room separate from the rest of the household; and is safe, ergonomically correct and free of hazards and obstructions. (JPIA Risk Control staff are available for verbal consultation as requested.) Employee's home must have internet and cell service with sufficient speed/capacity to conduct work via computer and phone.

Follow all security and data privacy policies, procedures, and laws.

Answer phone calls and respond to emails and Team requests within two hours of receipt unless unavailable as noted in the Outlook calendar.

Respond via phone or internet, and access information using their own phone and internet service with no reimbursement from the JPIA.

Utilize the phone-forwarding feature on their office phone.

Determine, for themselves, any personal tax or legal implications resulting from use of a home office.

Focus on job performance and meeting business demands though working from home. Remote work is not designed to be a replacement for appropriate childcare. An individual employee's schedule may be modified to accommodate emergency childcare needs with manager's permission. Prospective remote workers are encouraged to discuss expectations of working from home with family members prior to entering into a trial period.

Remote workers who are not exempt from the overtime requirements of the Fair Labor Standards Act will be required to record all hours worked in a manner designated by JPIA. Such employees will be held to a higher standard of compliance than office-based employees due to the nature of the work arrangement. Hours worked more than those specified per day and per workweek, in accordance with state and federal requirements, will require the advance approval of the manager. Failure to comply with this requirement may result in the immediate cessation of the remote work agreement and/or disciplinary action.

If an employee incurs a work-related injury while working remotely, workers' compensation law and rules apply. An employee must notify their manager or ~~Director of Human Resources and Administration~~ [Human Resources Manager](#) ~~Human Resources Manager~~ immediately and complete all necessary documents regarding the injury.

## Procedure

If the employee and manager agree, a telecommuting agreement will be prepared and signed by all parties.

Evaluation of remote worker's performance during the first 90 days will include interaction by phone and e-mail between the employee and the manager, and face-to-face meetings to discuss work progress and problems. At the conclusion of the 90-day trial period, the employee and manager will evaluate the arrangement and make recommendations for continuance or modifications. Evaluation of remote worker's performance beyond the trial period will be consistent with that received by employees working at the office.

## Overtime

Due to varying workloads and cycles throughout the JPIA, your manager may ask you to work beyond your normal shift. The JPIA will pay all hourly employees overtime pay for hours worked over forty (40) hours in a work week. Although the JPIA will endeavor to provide advance notice of an overtime request, this is not always possible. Overtime work by non-exempt employees should be approved by their managers in advance of being worked when feasible. Overtime is paid at a rate of one-and-one-half (1-1/2) times the normal hourly rate.

Paid compensatory time-off may be given to non-exempt employees at a rate of one-and-one-half (1-1/2) hours for each hour of overtime if you and the JPIA agree to the time off from work in lieu of earned overtime pay. By law, you must request in writing your desire for compensatory time off in lieu of overtime monies. If you wish to take compensatory time, a written request for the time off must be submitted and approved by your manager in advance of the time requested. Compensatory time for non-exempt employees must be taken within thirty (30 days) following the date on which the overtime was worked.

~~For exempt personnel, no compensatory time will be accrued. Requests from exempt personnel for time off of a day or more at a time with pay must be approved in advance by their manager and the Chief Executive Officer.~~

Non-approved overtime will be paid but may subject the employee to disciplinary procedures.

## Time Worked

You must record all time worked on your weekly time sheet, including time worked over your normal schedule.

## Overtime

Overtime pay is calculated at one-and-one-half the regular rate of pay for all hours worked over forty (40) hours in one work week. Hours paid for hours not worked, e.g., holidays, sick days, and vacations, do not count toward hours worked for overtime computation purposes.

## ~~Holidays Worked~~

~~Non-exempt employees who work on an organization recognized holiday shall be paid their straight time rate of pay for hours actually worked on the holiday. Unused holiday time will be carried at straight time and should be used within 30 days.~~

## Attendance

The JPIA relies on you to consistently provide “high quality, cost effective risk control and risk financing services to its members.” You must routinely interact with other staff, members, vendors, and the general public to effectively meet these objectives. Good attendance is essential to providing these objectives and is an indicator of effective employee performance.

It is recognized that you will have periodic absences for illness or personal matters, but recurring and excessive absences and/or tardiness adversely affects productivity, morale, workflow, and service and directly impacts the JPIA’s ability to meet its challenging goals.

The professionalism that you bring to your position and the JPIA is valued and it is anticipated that you will manage your own good attendance. There are occasions, however, when attendance guidelines are beneficial and necessary to direct employees and managers.

The guidelines are intended to be straightforward and concise. They are subject to management discretion and allow for flexibility in addressing individual attendance situations. Your manager will consider State and Federal laws, family and medical leave issues, the demands of different work units, the JPIA’s policy, your performance, your

attendance history, and individual circumstances when assessing appropriate steps to correct attendance problems.

The JPIA intends to maintain a positive environment that supports its goals while recognizing individual needs and circumstances. If attendance issues arise, please speak with your manager who can discuss the impact of your attendance on the JPIA's goals and your individual performance. Please note that it is your responsibility, however, to understand the guidelines listed in the Attendance Policy of this Handbook.

If you fail to report to work for three consecutive workdays without notice or approval by your manager, the JPIA will make every effort to contact you. If no contact is made within five days, JPIA may consider that you have abandoned your job and your employment may be terminated.

## Rest and Break Time

Full-time (40-hour/week) non-exempt employees are encouraged to take a 15-minute break in the morning and a similar break in the afternoon in order to "break" up the day and as a relief from office routine and tension. You are free to retire to the lunchroom, exit the building for a quick walk, or just sit outside on the benches provided. Less than 40-hour/week employees should clarify with their manager appropriate rest and break times.

Full-time non-exempt employees are required to take at least a 30-minute lunch break. An exception could be made if you were working less than 8 hours/day (i.e., six hours) and requested that you not be required to take a lunch break. Under these circumstances, please meet with your manager for their decision of whether or not to require you to take a lunch break.

## Compensation Plan

The foundation for the JPIA's compensation is based on the following key principles:

- Pay for Performance—You earn your compensation. Superior performance equals superior compensation. If you create results, you will be rewarded.
- Providing Opportunity—Career opportunities are available, further education is promoted, and compensation levels are competitive.
- Program Flexibility—The management has the ability to pay you according to performance levels rather than being limited to narrow ranges based on a job title. With this flexibility, pay can be used as a powerful communication and management tool. Responsibilities can broaden and pay ~~opportunity~~[opportunities](#) can increase without having to change jobs.



- Employees Have a Significant Stake in the JPIA — You have the biggest stake in the JPIA. It is through collective performance that results are created. (i.e., Executive Committee is looking for image, leadership, behavior, morale, overall performance).

## Salaries

For new hires, factors considered in establishing the base salary are education, previous work experience, position, grade level and other relevant factors.

For existing employees, adjustments to your base salary generally occur as a result of a performance appraisal, a promotion, or a significant increase or decrease in job responsibilities as well as business circumstances and other relevant factors.

## Compensation Review and Merit Increase

Reviews may occur annually. Your manager and the Chief Executive Officer will evaluate the performances based on the outcome of the performance appraisal, the position of the salary within the range and job responsibilities.

Merit increases, if any, are given based on performance and in accord with current business circumstances of the JPIA. All of these factors determine salary changes within the pay range. **There are no automatic pay increases.** It is the JPIA's objective to adjust a salary level that best represents performance level and responsibilities in accord with current business circumstances.

**Note:** Any employee on [a performance improvement plan](#) ~~written warning~~ may be ineligible for merit pay increases, incentive/bonus program, promotion, and flex time.

## Promotional Increase/Demotion

A promotion occurs when you accept a position that is in a higher-level grade. A salary increase is generally given to recognize increased job responsibilities.

A demotion occurs when you accept a job at a lower level.

## Administrative Increase/Decrease (Adjustment)

An administrative increase is an increase in salary within a salary range. It is given to recognize employees who accept a significant increase in responsibilities or have demonstrated significant "growth" in a position.

Current salary level, increased responsibilities, and current business circumstances will be considered when determining a possible salary increase.

An administrative decrease is a decrease in salary within a salary range if the value of the job has decreased.



## Salary Ranges

Minimum and maximum salary ranges have been established for each position. These ranges are reviewed and may be upgraded annually for inflation.

## Employee Incentive Plan

The plan ~~may be~~ **is** available each fiscal year, **if approved by the Executive Committee**. The program is designed to recognize those employees who have exhibited superior performance such as work done beyond their salary grade, completion of special assignments outside of their job description or additional contributions to the success of the organization, during the previous fiscal year.

Based on performance throughout the evaluation period which ~~correspond~~ **corresponds** with the fiscal year (October through September), incentive dollars are awarded at the beginning of the following fiscal year (October). There is no guarantee of an incentive award. The objectives of the program are as follows:

- To reward individuals who go above and beyond in serving the membership and supporting JPIA values of service, people, innovation and integrity
- To recognize employees that performed beyond their position grade
- To encourage innovation and actions that sets JPIA apart

## Eligibility Requirements:

- Full-time employee (temporary employees at Chief Executive Officer's discretion)
- A performance rating of outstanding or better (above 3.0)
- Employed by the JPIA at the time payouts are made
- Completion of the initial appraisal process by the end of the fiscal year for which payouts are made
- Not on progressive discipline

The amount of the award is at the complete discretion of senior management, can range from 1-10% of salary. Those rated above 3.0 but less than 4.0 can be awarded up to 5% of salary; those rated above 4.0 can be awarded up to 10% of salary. Incentive pay is paid in a lump sum in the month of October. The dollars paid out are considered Special Compensation under CalPERS rules.

## Performance Appraisals

The JPIA maintains a policy of evaluating your job performance as a means of measuring the efficiency and effectiveness of operations and providing you with meaningful information about your work. Effective performance appraisals also aid in

making personnel decisions related to such areas as training, merit pay increases, promotion, job assignments, retention, and long-range planning. The process is intended to be participatory in nature, involving you and your manager.

The process is designed to be as objective as possible, focusing on overall performance in relation to job responsibilities and also take into account conduct, demeanor, and record of attendance and tardiness. In addition, special written performance appraisals may be conducted by your manager at any time to advise you of the existence of performance or disciplinary problems. The use of such a system does not waive either the JPIA's or your right to terminate employment at any time with or without cause.

## Overview

As a new employee, you will be evaluated at the end of your initial appraisal process to provide management with the opportunity to review your job performance. It will also provide you with an opportunity to become comfortable with your job position. Major objectives will be outlined by your manager at this appraisal.

Thereafter, you will be evaluated every 4 months, approximately in [February, June, and October](#). ~~January, May, and September~~. This is done electronically through Paylocity. The [February](#)~~January~~ and [June](#)~~May~~ evaluations are a "check point" to review the objectives set at the prior appraisal with suggestions for improvement as necessary. The [October](#)~~September~~ date is the yearly appraisal that will provide a rating to be used in any compensation changes and incentive awards. Job descriptions should be reviewed at each appraisal and updated accordingly.

A performance appraisal will be used to inform you of your performance during a review period and set new goals for the coming year. It will also be used to determine the appropriateness of a salary adjustment within the established guidelines for the current salary level and job classification. The rating received, combined with current pay level, will determine the percent of salary increase, if any.

Substandard ratings mean any rating below the rating level of "satisfactory". Employees receiving a substandard rating may have their employment conditions modified in any of, but not limited to, the following:

- Ineligibility for promotional consideration until the deficiency is corrected;
- Withholding of a merit or performance-based pay increase until the deficiency is corrected;
- Transfer to a comparable position or demotion for an indefinite period to a position in which competency can be reasonably expected; or
- Termination.

If the employee's deficient performance has improved to an acceptable level or type of performance, while maintaining the satisfactory performance in all other respects, the

rating management may recommend the use of a corresponding merit or performance pay increase and restoration of promotional consideration.

## Access to Personnel Records

Employee files are confidential and are to be treated as such. Access to employee files is limited to the following:

### Persons Other Than The Employee

Other employees of the JPIA may have access to personnel files only if they have a "need to know." This means access is limited to:

- Administrative Department staff as they need access in the course of their normal duties;
- Management considering an employee for promotion or transfer into their departments; and
- Others only as specifically authorized by the Chief Executive Officer.

Non-employees may not, except with specific authorization, have access to the files themselves. Generally, such access will be granted only upon ~~advice~~[the advice](#) of counsel. Access of outsiders to information in a file is governed by the JPIA's policy on ~~references~~[Employment Reference Checks found later in this Handbook](#).

### The Employee

You may inspect your own personnel file in the presence of the ~~Director of Human Resources and Administration~~[Human Resources Manager](#)~~Human Resources Manager~~ or Chief Executive Officer. You may designate a representative to inspect/receive a copy of your personnel file. A request form is available on the network under Publications.

## Payroll Administration

### Employee Self-Service

Employees can access their payroll, benefits, and similar information on the Employee Self-Service site located on the JPIA's network.

### Time Sheets

You are required to keep an accurate record of your time on the time sheet located electronically in Paylocity. The use of time sheets assures proper cost accounting. You

must submit your time sheets on a bi-weekly basis. The time sheet should be completed on the afternoon of the last working day of the pay period.

Vacation, sick, and holiday time must be entered on the time sheet.

## Sign-In Sheets

You are asked to sign in and out every time you enter or leave the premises, primarily so the receptionist will know how to forward telephone calls and in the event of an emergency where the roster will be used to check attendance.

## Paydays

You are paid every other Friday for the two weeks prior. All employees are required to receive paychecks electronically. Direct deposit funds will be available on that payday Friday.

## Garnishments

A garnishment is a court order requiring the JPIA to remit part of an employee's wages to a third party in payment of a just debt. ~~Because garnishments involve the JPIA in its employees' private financial affairs, it is requested that you handle your finances appropriately.~~

## Payroll Deductions

State and Federal laws require the JPIA to make proper deductions on its employees' behalf. Amounts withheld vary according to earnings, marital status, and number of exemptions claimed.

Required deductions include Federal Income Tax, FICA "Medicare Only" Contribution, State Income Tax, and PERS.

## Changing Your Employee Information

Your current address and phone number are essential for many purposes. These changes should be noted in writing or via email as soon as possible. You are solely responsible to notify the ~~Director of Human Resources and Administration~~ [Human Resources Manager](#) ~~Human Resources Manager~~ of changes in your personal status including, but not limited to:

- Name and/or marital status
- Address and/or telephone number (employee makes changes to bswift)

- Number of eligible family members
- Tax payroll deductions
- Emergency contact information
- Changes to deferred compensation

## Deferred Compensation

When you make any changes that affect the amount of money deducted from your paycheck, it is your responsibility to give a copy of the paperwork to the Finance Department so that changes can be made to your paycheck.

## Employee Benefits

### Introduction

The JPIA has developed a broad, comprehensive set of employee benefit programs to supplement your regular wages. The JPIA is continually investigating opportunities to improve its benefits as budget limitations permit.

These employee benefit programs consist of two categories: insured and uninsured. Insured benefits are those that the JPIA pays for through an outside source. Examples of these benefits are Medical, Dental, Vision, Life, and Disability insurance.

Examples of uninsured benefits are vacation, sick, and holiday pay. These are benefits that are paid for directly by the JPIA and are available to you with conditions and specifications summarized in the following pages.

These benefits are "hidden costs" of approximately 40+% of salaries that go to supplement employees' incomes!

### Group Insurance Plans

The JPIA provides group major medical, dental, vision, life, and Employee Assistance Program insurance at no cost to eligible employees and eligible dependents. You will receive information during the new employee onboarding from the [Director of Human Resources and Administration](#) [Human Resources Manager](#).

Eligible employees are defined as full-time regular employees; see the Employee Classifications section of this handbook for details.

Eligible dependent is defined as the following:

- Spouse;

- Children to their 26th birthday including stepchildren and children placed in the home for adoption;
- Unmarried children who were enrolled before age 26 and are incapable of self-sustaining employment due to physical or mental condition. A physician must certify in writing within 60 days this condition and it is subject to carrier approval.
- Children eligible for coverage as a result of a valid qualified medical child support order.
- Grandchildren who meet the requirements listed on the Dependent Grandchild Affidavit. These include shared residence, parenting responsibilities, financial responsibility, and claiming the grandchild on taxes.
- Domestic partner as defined by the State of California for state registration requirements.
- Those designated according to the law.
- For an eligible dependent to be eligible for coverages, a copy of a marriage certificate, State of California Declaration of Domestic Partnership form (NP/SF DP-1), birth certificate, or other identifying paperwork is required.

NOTE: It is the employee's responsibility to notify the JPIA in writing upon divorce, termination of domestic partnership, over-age dependent, or any event that changes the status of dependency.

## Benefit Changes

A benefits eligible employee may change their benefit elections during annual Open Enrollment in the Fall. Election changes will be effective January 1st of the upcoming calendar year. Otherwise, changes to benefit elections may not be made unless the employee experiences a qualifying life event.

Qualifying life events include marriage, divorce, birth or adoption of a child, loss or gain of other coverage, and loss of dependent eligibility among others. If you experience a qualifying life event and wish to make a change to your benefits, you must notify the JPIA within 31 days of the event to make the change. Changes take effect on the first of the month following the life event.

You then have 31 calendar days from the effective date of the coverage change to provide documentation of the qualifying event. Dependent verification documents, such as a marriage certificate for spouse or a birth certificate for child, must be provided for newly enrolled dependents. Coverage will not be effective until this documentation has been provided. If you do not complete your enrollment and provide documentation before this deadline, your next opportunity to make changes to your benefits will be during Open Enrollment with an effective date of January 1st of the next calendar year.

The following is a brief description of the plans available and is not meant to replace the actual wording of the policy, which makes the final determination of the benefits to be provided.

## Medical Plan

**Persons Eligible:** Regular full-time employees and their eligible dependents.

**Waiting Period:** First day of the month following the date of hire ~~one month of continuous employment.~~

**Employee Contribution:** None.

**Employer Contribution:** Total cost for employee and eligible dependents.

**Provider:** As provided by the JPIA.

## Health Savings Account:

In early January, the JPIA will deposit monies into the Health Savings Account (HSA) for each eligible participant enrolled in a Consumer Driven Health Plan (CDHP) equal to an amount that will make the out-of-pocket deductible spend for participants equal to the Anthem PPO deductible, for Anthem CDHP plan participants, and equal to the Kaiser HMO deductible, for Kaiser CDHP plan participants. Please refer to the deductibles noted for each plan in the current year's plan documents for contribution amounts.

- New enrollments during the calendar year, for employees and/or dependents, will result in a prorated employer contribution.

### Following Year Contributions

- The amounts above will be contributed annually until the HSA balance (employer contribution minus deductions) reaches twice the annual out-of-pocket maximum. At that point, half of the annual deductible will be deposited into the HSA by the JPIA each year. Please refer to the deductibles and out-of-pocket maximums noted for each plan in the current year's plan documents for following year contribution amounts.

~~In early January, the JPIA will deposit the following into the Health Savings Account (HSA) for each eligible participant enrolled in a Consumer Driven Health Plan (CDHP).~~

~~Anthem CDHP Contribution — This is:~~

~~Individual: \$1,4300 — \$200 less than \$1,6500 deductible~~

~~Two party: \$2,8600 — \$400 less than \$3,2000 deductible~~

~~Family: \$2,6400 — \$600 less than \$3,2000 deductible~~



~~Kaiser CDHP Contribution—This is:~~

~~Individual: \$1,6500—Equal to the \$1,6500 deductible~~

~~Two party: \$3,2000—Equal to the \$3,2000 deductible~~

~~Family: \$3,2000—Equal to the \$3,2000 deductible~~

~~New enrollments during the calendar year, for employees and/or dependents, will result in a prorated employer contribution.~~

### **Following Year Contributions**

~~The amounts above will be contributed annually until the HSA balance reaches twice the annual out-of-pocket maximum. At that point, half of the annual deductible will be deposited into the HSA by the JPIA each year. For Anthem and Kaiser CDHP plans, that figure would be:~~

~~Individual: \$80750~~

~~Two party: \$1,6500~~

~~Family: \$1,6500~~

~~Twice the annual out-of-pocket maximum is:~~

~~Anthem CDHP—Kaiser CDHP~~

~~Individual: \$5,000—Individual: \$6,45,600~~

~~Two party: \$8,000—Two party: \$11,200~~

~~Family: \$8,000—Family: \$11,200~~

### **Calculating the “Balance”**

To allow eligible participants to contribute to the HSA without reducing JPIA contributions, the “balance” used to determine the JPIA's contribution will not be the actual balance in the HSA, but will be calculated this way:

2022~~16~~ “balance”: 2021~~15~~ Employer contribution minus 2021~~15~~ withdrawals

2023~~17~~ “balance”: 2022~~16~~ “balance” plus 2022~~16~~ employer contribution minus 2022~~16~~ withdrawals

and so on...

When “balance” nears twice the maximum-out-of-pocket, prorating will apply. JPIA's contribution will be *between* the full contribution and half of the deductible.

In the third year enrolled in the Kaiser CDHP or the fourth year enrolled in the Anthem CDHP, it is possible that the HSA “balance” could reach twice the maximum out of pocket. That is the point at which the employer HSA contribution is reduced. Therefore, from those years forward (and for every year since enrollment for calculation purposes) eligible participants will need to provide documentation showing total distributions from the HSA. In early January, JPIA will deposit half of the annual deductible into the eligible participant’s HSA.



IRS Form 1099-SA or the HSA Year End Statement must be submitted to the Finance department by the second week of February at the latest, to document annual distributions from the HSA. The balance of the employer contribution, if any, will be deposited in the eligible participant's HSA by the third week of February.

Recipients must be eligible to contribute to an HSA, in order to receive the employer contribution. Due to IRS restrictions, those enrolled in Medicare may not contribute to an HSA. See IRS Publication 969 for detailed information about Health Savings Accounts.

Participants have the option to switch medical plans each year during Open Enrollment.

JPIA contributions to HSAs shall not exceed the difference in annual cost between the traditional Kaiser HMO or Classic PPO plans and the corresponding CDHP. The Executive Committee reserves the right to review, revise and alter the JPIA's contribution to HSAs, depending on the cost of the program and the fiscal condition of the JPIA.

Providers: As provided by the JPIA.

Benefits Provided: See information provided for details.

## Dental Plan

**Persons Eligible:** Regular full-time employees and their eligible dependents.

**Waiting Period:** First day of the month following [the date of hire](#) ~~one month of continuous employment.~~

**Employee Contribution:** None.

**Employer Contribution:** Total cost for employee and eligible family members.

**Provider:** As provided by the JPIA.

**Benefits Provided:** ~~See information provided for details.~~ [Access to care from qualified dental providers from either an HMO or PPO plan, usually the lowest out-of-pocket costs to the employee. See the Delta Dental and Delta Care Benefits Summary for details.](#)

**Where To File Claims:** As provided by the carrier or see the ~~Director of Human Resources and Administration~~ [Human Resources Manager](#).

## Vision Plan

~~JPIA offers VSP to cover many expenses related to vision needs.~~

**Persons Eligible:** Regular full-time employees and their eligible dependents.

**Waiting Period:** First day of the month following [the date of hire](#) ~~one month of continuous employment.~~

**Employee Contribution:** None.

**Employer Contribution:** Total cost for employee and eligible dependents.

**Provider:** [As provided by the JPIA.](#)

**Benefits Provided:** VSP provides access to care from qualified eye doctors, offers quality eyewear, and affordability, usually at the lowest out-of-pocket costs to the employee. See the VSP Benefits Summary for details.

**Where To File Claims:** [As provided by the carrier or see the Human Resources Manager.](#)

## Life

**Persons Eligible:** Regular full-time employees (must be actively employed) and their eligible dependents.

**Waiting Period:** First day of the month following ~~one month of continuous employment.~~ [the date of hire.](#)

**Employee Contribution:** None. Supplemental coverage, including dependent, is optional and at your own expense.

**Employer Contribution:** Total cost for employee and eligible dependents.

**Provider:** As provided by the JPIA.

**Benefits Provided:** Two times annual regular gross earnings to a maximum of \$300,000 payable to your designated beneficiary(s). Employees who have additional supplemental coverage are bound to the same maximum as the base coverage. For disability and dismemberment insurance limits, please see the policy.

**Where to File Claims:** As provided by carrier or see the ~~Director of Human Resources and Administration~~ [Human Resources Manager.](#)

## Short Term Disability

**Persons Eligible:** Regular full-time employees.

**Waiting Period:** First day of the month following ~~one month of continuous employment.~~ [the date of hire.](#)

**Employee Contribution:** None.

**Employer Contribution:** Total cost for employee.

**Provider:** As provided by the JPIA.

**Benefits Provided:** Short term disability insurance provides you with income protection if you become temporarily totally disabled from a covered sickness, accident, or pregnancy. The waiting period is 14 days from disability (accumulative sick time may be used during this time). The maximum benefit period is 11 weeks. Check policy for detailed information. Note these benefits are taxable. Any overpayment of benefits will require reimbursement.

See long term disability for continued coverage.

**Where to File Forms:** As provided by the carrier or see the ~~Director of Human Resources and Administration~~ [Human Resources Manager](#).

Note: The JPIA does not pay into SDI and provides employees with a superior disability plan

## Long Term Disability

**Persons Eligible:** Regular full-time employees.

**Waiting Period:** First day of the month following ~~one month of continuous employment~~ [the date of hire](#).

**Provider:** As provided by the JPIA.

**Benefits Provided:** Long term disability insurance provides you with income protection after the short ~~term~~ disability insurance ends and could continue beyond age 65 subject to an age reduction schedule. Check policy for detailed information. Note these benefits are taxable. Any overpayment of benefits will require reimbursement.

This long-term disability plan is restrictive to income from other sources. Check policy for further information.

**Employee Contribution:** None.

**Employer Contribution:** Total cost for employee.

**Where to File Claims:** As provided by carrier or see the ~~Director of Human Resources and Administration~~ [Human Resources Manager](#).

## Employee Assistance Program (EAP)

**Persons Eligible:** Regular full-time employees, their eligible dependents, and members of their household.

**Waiting period:** First day of the month following ~~one month of continuous employment~~ [the date of hire](#).

**Provider:** As provided by the JPIA.

**Benefits provided:** The Employee Assistance Program (EAP) provides confidential, professional assistance when personal problems affect an employee's life and work. The program provides information, consultation and counseling for employees and their family members, as well as offering training and consultation to management.

The EAP encourages employees to use services early in the progression of a problem before situations significantly impact work. This is accomplished by promoting service for "normal problems in living" such as relationships, stress, legal and financial problems, career concerns, anxiety, and depression. The EAP also services more serious concerns such as alcohol, marijuana and drug problems, family violence, and threats of suicide. Numerous additional resources are available.

**Employee Contribution:** None.

**Employer Contribution:** Total cost for employee and eligible family members.

**Who to contact:** ~~Director of Human Resources and Administration~~ [Human Resources Manager](#).

## Retiree Health Benefits

### Eligibility for Participation

All regular full-time employees are eligible for participation in the JPIA's Retiree Health Benefit Plan (RHBP) ~~if . Regular full-time employees will require~~ a minimum age of 55 years and a minimum ten years of employment upon retirement of active employment with the JPIA. Regular full-time employees working less than 40 hours per week and more than 30 hours per week will be eligible when they have reached a minimum age of 55 years and a minimum of 20,800 hours of service (2,080 hours = 1 year of service). Changes in employment status will be pro-rated accordingly. The following schedule should be followed:

Age + Years of Service	=	JPIA's Percentage of Premium Payment
65	=	50%
66	=	55%
67	=	60%
68	=	65%
69	=	70%
70	=	75%
71	=	80%
72	=	85%
73	=	90%
74	=	95%
75+	=	100%

For example, the combination of age (minimum 55) plus years of service with the JPIA (minimum 10) equals 65 points, which would make the employee eligible for 50% of

his/her benefits to be paid for by the JPIA upon retirement from the JPIA. Points will be added in increments of five percent for each additional year of service with the JPIA until the combination of age and of JPIA service reaches 75 points (maximum number), at which time the employee would be eligible for 100 percent of his/her benefits being paid for by the JPIA upon normal retirement from the JPIA. For employees hired after January 31, 2018, a pro-rated allowance of up to the JPIA's current premium cost or the above scheduled percentage of \$500 (up to \$1000 with spouse or domestic partner coverage), whichever is less, will be provided for use towards medical premium, using the matrix above.

### **Participation in the Retiree Health Benefit Plan (RHBP)**

Eligible retirees may participate in the RHBP, as well as eligible dependents, in accordance with current law. It is the retiree's responsibility to notify the JPIA in writing of any changes.

#### **Spouse/Domestic Partner**

An eligible and enrolled spouse/domestic partner of an eligible employee may enroll in the RHBP, with premiums being paid according to the eligible employee's status on the matrix provided, regardless of the dependent's age. For employees hired after January 31, 2018, spouse or domestic partner receives up to \$500 towards medical premium, based on matrix above.

#### **Surviving Spouse/Domestic Partner**

A surviving spouse/domestic partner of an active employee (not yet a RHBP participant) who has met at least the minimum age and service requirement, may participate in the RHBP, if the surviving spouse has not remarried or entered into a new domestic partner relationship.

A surviving spouse/domestic partner of a RHBP participant may participate in the RHBP. Coverage may continue for the enrolled family members at the same level provided for the deceased enrollee. Participation in the RHBP may continue if the surviving spouse/ domestic partner remarries or enters into a new domestic partnership. Coverage will be discontinued if the premiums are not paid (if applicable), the child overages, or the surviving spouse/domestic partner obtains coverage elsewhere.

#### **Change in Marital/Domestic Partner Status**

An eligible spouse is no longer eligible for benefits once they are divorced from an RHBP participant. An eligible domestic partner is no longer eligible for benefits once they have filed for termination of their domestic partnership from an RHBP participant.

~~An eligible spouse who is divorced from an eligible employee before the employee participates in the plan will not be eligible to participate in the plan. A spouse who is divorced from an eligible employee or a domestic partner who changes their status~~

~~from an eligible employee after the employee becomes a participant in the plan will lose their benefit.~~ It is the retiree's responsibility to notify the JPIA in writing if this situation arises. In accordance with the law, they may continue to participate in the plan only for the period mandated by COBRA and only if the premiums are paid.

## **Children**

A child of an RHBP participant must be eligible and enrolled in the RHBP at the time of the retirement of the employee to receive the RHBP's benefit. It is the retiree's responsibility to notify the JPIA in writing if this situation changes. The child age limit of the policy in force applies. For those hired after January 31, 2018, children are not eligible but may continue to participate only for the period mandated by COBRA and only if the premiums are paid.

## **Terminated Employees**

Employees that have attained eligibility status for the RHBP and have been terminated before enrollment in the RHBP are ineligible to participate.

## **Premium Payments**

Premium payments are due and payable to the JPIA by the first of the month, according to the matrix.

## **Non-payment of Premiums**

Participants in the RHBP that have defaulted more than 30 days on their portion of the premium payments will be eliminated from the plan and will not be permitted to reenroll.

## **Plan Benefits**

The RHBP is designed to offer the same level of health benefits coverage to JPIA retirees as currently offered to active employees. The medical plan option in force, at the time of retirement, will be the option-in-force until the following Open Enrollment. Retirees will be offered the right to change plans during annual Open Enrollment. However, dependents not enrolled at the time of retirement may not be added. Retirees who waived coverage previously may not elect to enroll. Elections made during the Open Enrollment period, typically in November, remain in force for the duration of the following calendar year with this exception. If the retirement occurs after the close of Open Enrollment but before January 1, a new plan election may be made to take effect January 1.

## **Change in Geographic Location**

Retirees who do not live within service areas of the JPIA's health plan providers may receive reimbursement for health insurance premiums paid. Upon receipt of proof of address outside of the JPIA plans' service area and proof of insurance coverage, and a

billing itemizing premium payment, the JPIA will reimburse the retiree quarterly in a dollar amount equal to actual premium cost, but not to exceed the JPIA's expenditure for that retiree's currently enrolled option. The reimbursement shall occur at the end of each three-month premium period and it is the responsibility of the retiree to submit the required paperwork.

NOTE: Once a RHBP participant leaves the JPIA plan, they are ineligible to return.

### Medicare Coverage

If eligible for Medicare, all RHBP participants must be enrolled in Parts A and B. Part B premiums are paid by the retiree, directly to Medicare. The JPIA UnitedHealthcare and Kaiser plans have Medicare Part D built in. Part D premiums are included in monthly premiums. However, if the RHBP participant's income exceeds the thresholds published by Medicare annually, the RHBP participant will be responsible for the Income-Related Monthly Adjusted Amount (IRMAA). Do not enroll in another Part D plan. Medicare allows you to have only one Part D plan at a time.

### Plan Components and Duration

The Executive Committee reserves the right to review, revise, and alter the JPIA's RHBP including carriers and coverage, depending on the cost of the program and the fiscal condition of the JPIA. The Executive Committee reserves the right to eliminate the coverage or benefit contributions for employees and retirees not currently enrolled in the RHBP.

## COBRA

The Consolidated Omnibus Budget Reconciliation Act of 1985 (COBRA) was enacted to protect employees and their eligible family members by allowing them to continue their group health insurance under the employer's plan at affordable group rates. Employees are notified at hiring of their rights under this law and it is the employee's responsibility to notify the JPIA (~~Director of Human Resources and Administration~~ [Human Resources Manager](#) or HR Specialist) of any qualifying event (defined below) within 60 days of the event. Specifics of COBRA include:

### Qualifications

Any employee/eligible family member who loses regular group eligibility because of a qualifying event is eligible for enrollment under COBRA.

### Qualifying Event

Qualifying event is defined by COBRA regulations and includes loss of coverage due to: termination of employment; reduction of hours; death of employee; employee's



Medicare entitlement; divorce or legal separation; child ceasing to be eligible; bankruptcy of employer; and expiration of leave criteria. It is the employee's or eligible family member's responsibility to inform the JPIA (~~Director of Human Resources and Administration~~ [Human Resources Manager](#) or HR Specialist) within 60 days when a qualifying event takes place or your eligibility for COBRA may be jeopardized.

## Selection Period

Isolated Benefit Services will send written notification, upon notification to the JPIA, to the employee/eligible family member of their right to elect continued coverage, the election period, and premium payments.

## Cost

The employee/eligible family member must pay a full monthly premium for each coverage selected plus a 2% administrative charge to Isolated Benefit Services by the first day of each month that the premium(s) is due.

## Coverage Available

At the time of the qualifying event, whichever health insurance the employee/dependent is enrolled in (Kaiser, Anthem Blue Cross or California Care, UnitedHealthCare, Delta Dental, JPIA Vision Plan, and Employee Assistance Program) will be considered the coverages available.

## Open Enrollment

Purpose: COBRA continuees have the same rights under the plan as active employees. This includes rights during open enrollment periods. When an open enrollment period occurs, COBRA continuees must be informed of their rights.

The Open Enrollment Notification should inform COBRA continuees of the open enrollment period, the options available during the open enrollment period and the monthly premium rates for those options.

It defines COBRA continuees as possible electees, electees and continuees. Possible electees are individuals in their 60-day election period; electees are individuals who have elected but have not yet paid; continuees are individuals who have elected and paid.

## Special Note

There can be no interruption of coverage under COBRA.

## Employee Notification

Because of the complexity of COBRA regulations, Isolated Benefit Services has been contracted to carry out the notification and explanation to employees.



## Non-Payment of Premiums

Participants in COBRA that have defaulted more than 30 days on their portion of the premium payments will be eliminated from the plan and will not be permitted to reenroll.

## Cal-COBRA

If the employee has exhausted their COBRA coverage and was entitled to less than 36 months of coverage, then the employee may choose additional continuation coverage under Cal-COBRA up to 18 months. The JPIA will send notification to the COBRA enrollee upon COBRA expiration. Cal-COBRA participants have the same rights and responsibilities as COBRA participants identified above.

## Workers' Compensation Program

~~The JPIA provides workers' compensation coverage. This coverage protects you if you are injured or disabled on the job. It also provides medical, surgical, and hospital treatment in addition to payment for loss of earnings that result from work-related injuries.~~

The JPIA extends workers' compensation coverage to safeguard employees in the event of job-related injuries or disabilities. This comprehensive coverage ensures that you are protected in case of on-the-job incidents. You may be eligible to receive workers' compensation insurance benefits, which encompass medical costs, temporary disability, permanent disability, supplemental job displacement benefits, or death benefits – all provided to you at no expense.

Compensation payments commence either from the initial day of hospitalization or, if hospitalization is not required, after the third day following the injury.

~~Compensation payments begin from the first day of your hospitalization or after the third day following the injury if you are not hospitalized.~~

The cost of this coverage is completely paid for by the JPIA. Accumulated sick or vacation leave may be used for the three-day waiting period, ~~and to bring the employee's compensation up to, but not greater than, the employee's regular gross pay, at the discretion of the CEO. Employees needing~~ follow-up medical appointments, or to supplement partial wage replacement as long as the employee does not receive more than they normally would. ~~will be charged the time off from their accumulated sick leave.~~ Any overpayment of benefits will require reimbursement to the JPIA.

If you are injured while working, you must immediately report such injuries to your manager, or another manager, regardless of how minor the injury might be. If you have any questions regarding this workers' compensation coverage, you should contact the ~~Director of Human Resources and Administration~~ [Human Resources Manager](#). Workers' Compensation leave ~~may~~**will** run concurrently with other appropriate leaves such as the California Family Rights Act.

## Predesignation of Personal Physician **PREDESIGNATION OF PERSONAL PHYSICIAN**

In the event you sustain an injury or illness related to your employment, you may be treated for such injury or illness by your personal medical doctor (M.D.), doctor of osteopathic medicine (D.O.) or medical group if:

- On the date of your work injury you have health care coverage for injuries or illnesses that are not work related;
- The doctor is your regular physician, who shall be either physician who has limited his or her practice of medicine to general practice or who is board-certified or board-eligible internist, pediatrician, obstetrician-gynecologist, or family practitioner, and has previously directed your medical treatment, and retains your medical records;
- Your "personal physician" may be a medical group if it is a single corporation or partnership composed of licensed doctors of medicine or osteopathy, which operates an integrated multispecialty medical group providing comprehensive medical services predominantly for nonoccupational illnesses and injuries;
- Prior to the injury your doctor agrees to treat you for work injuries or illnesses;
- Prior to the injury you provided your employer the following in writing: 1) notice that you want your personal doctor to treat you for a work-related injury or illness, and (2) your personal doctor's name and business address.

You may use the Predesignation of Personal Physician form to notify the JPIA if you wish to have your personal medical doctor or a doctor of osteopathic medicine treat you for a work-related injury or illness and the above requirements are met. Please contact the Human Resources Manager if you have any questions.

## Recreational Activities and Programs

JPIA or its insurer will not be liable for payment of workers' compensation benefits for any injury that arises out of an employee's voluntary participation in any off-duty recreational, social, or athletic activity that is not part of the employee's work related duties.

## California Public Employee Retirement System (CalPERS)

Rather than Social Security, the JPIA offers a retirement plan under CalPERS. **Due to changes in the law, effective January 1, 2013, (PEPRA), the JPIA will have two tiers of employees:** Tier 1) Those employed before January 1, 2013, and those new employees eligible due to carryover within six months (as provided by PEPRA); Tier 2) Those employed on January 1, 2013, and after.

**Persons Eligible:** Regular full-time employees, part-time employees reaching minimum hour requirement, and employees already CalPERS member.

**Waiting Period:** Eligible from the first day of employment.

**Employee Contribution:** Tier 1: During the first five years of service 7% of regular bi-weekly earnings (overtime earnings are not included). After five years of full-time service, the JPIA will pay the employee's contribution. This is a tax-deferred contribution. Tier 2: Employee contribution of 8.75% of regular bi-weekly earnings. [Employee contributions are subject to change each year based on CalPERS calculations.](#)

**Employer Contribution:** Varies according to experience rating.

**Vesting Provisions:** You become vested after completion of five years of public service, be it with the JPIA or another public employer who participated in CalPERS. Vesting means funds may be left on deposit for future retirement. Should you leave the JPIA and wish to withdraw your contributions, you may request a refund from CalPERS. The employer contributions are only paid upon retirement.

**Benefits Provided:** You will be eligible to retire when you have five years of service credit and have attained age 50 (Tier 1) or age 52 (Tier 2). Your retirement date can be any date you choose; however, the amount of the monthly allowance can be affected. Your age determines your benefit factor used in the retirement formula. So, you may decide to retire on your birthday or at a completed quarter year of age to increase the benefit factor. CalPERS will calculate the retirement benefits based on three factors: (1) years of service, (2) a percentage factor determined by your age at retirement, and (3) Tier 1: the final average monthly pay rate for the highest 12 consecutive months of

work; Tier 2 the final average monthly pay rate for the highest 36 consecutive months. There is no mandatory retirement age.

## CalPERS Options

The JPIA contract includes several options and benefits for its employees, briefly described below. For more detailed information, refer to the “CalPERS” website or see the Finance Manager.

- **2% @ 60 (Tier 1)**  
This formula provides to local miscellaneous members 2% of pay at age 60 for each year of service credited with that employer. For members who retire earlier, the percentage is reduced. See the CalPERS Local Miscellaneous Benefits booklet.
- **2% @ 62 (Tier 2)**  
This formula provides local miscellaneous members 2% of pay at age 62 for each year of service credited with that employer. For members that retire earlier, the percentage is reduced. See the CalPERS Local Miscellaneous Benefits booklet.
- **Salary Cap**
- **The Public Employee Pension Reform Act (PEPRA) of 2013 included compensation limits for CalPERS retirement salary calculations (GC 7522.10).** For any employee hired after January 1, 2013, the salary cap provided for the current year will be utilized as determined by CalPERS. For any Classic employee hired after 1996 and before 2013, there is also a cap for the current year as determined by CalPERS. For anyone hired before that, there is no cap.
- **One-Year Final Compensation (Tier 1)**  
The period for determining the average monthly pay rate when calculating retirement benefits would be for the 12 highest paid consecutive months.
- **Three-Year Final Compensation (Tier 2)**  
The period for determining the average monthly pay rate when calculating retirement benefits would be for the 36 highest paid consecutive months (3 years).
- **1959 Survivor Benefit, 4th Level (if enrolled)**  
The 1959 survivor benefit is paid along with the other death benefits, with the exception of the special death benefit, whether or not you were eligible to retire at the time of death. The fourth level provides a higher-level of 1959 survivor benefits to survivors of a member who dies prior to retirement. The benefit is in addition to the Basic Death Benefit and the 1957 Survivor Benefit. The benefit consists of a monthly allowance, which may be paid to your eligible surviving spouse and children. A spouse is eligible until remarriage, if he or she (1) has care of eligible children, or (2) is age 60 or older. Monthly payments would be:

- Spouse with two or more eligible children or three or more eligible children only — \$2,280
- Spouse with one eligible child or two eligible children only — \$1,900
- One eligible child only or surviving spouse at age 60 or older until remarriage or dependent parents — \$950
- Improved Non-Industrial Disability Allowance  
The disability retirement allowance would be 30% of final compensation for the first five years of service credit plus 1% for each additional year of service to a maximum of 50% of final compensation.
- Post Retirement Survivor Allowance  
Upon the death of a member after retirement, an allowance shall be continued to the surviving spouse. A surviving spouse must have been married to the member at least one year prior to the member's retirement and continuously to the date of the retired member's death. For disability retirement, a spouse who was married to the member on the date of ~~his or her~~their retirement and continuously to the date of ~~his or her~~their death. If there is no surviving spouse, or the spouse later dies or remarries, the allowance shall be continued to the eligible unmarried children collectively until all reach age 18. Eligible children include disabled children over age 18 if the disability begins prior to age 18. If there is no surviving spouse or eligible children, the benefit would be paid to the surviving parent or parents of the deceased member who were dependent upon the member for support. If, at the effective date of retirement, the member has no eligible spouse, eligible children, or eligible dependent children, no survivor allowance shall be paid under this benefit.
- Military Service Credit  
Military Service Credit As Public Service: A member may elect to purchase up to four years of service credit for any continuous active military or merchant marine service prior to employment. The member must contribute an amount equal to the contribution for current and prior service that the employee and the employer would have made with respect to that period of service.

Military Service Credit for Retired Persons: The retired person must contribute an amount to the contributions for current and prior service that the employee and the employer would have made with respect to that period of service. The retiree must not receive credit for the same military service with another publicly funded retirement system. The retired person's allowance would be increased only with respect to the allowance on or after the effective date of the election to purchase the service credit.

- Credit for Unused Sick Leave  
To the extent as allowed by CalPERS, any unused sick leave accumulated at the

time of retirement will be converted to credited services. Eight hours of sick leave equals one day; it takes 250 sick days (2000 hours) to receive one year of service credit.

- Pre-Retirement Optional Settlement 2 Death Benefit

This benefit is a monthly allowance equal to the Service Retirement benefit that the member would have received had the member retired on the date of ~~his or her~~ [their](#) death and elected Optional Settlement 2. (A retiree who elected Optional Settlement 2 receives an allowance that has been reduced so that it will continue to be paid after ~~his or her~~ [their](#) death to a surviving beneficiary.) The allowance is payable as long as the surviving spouse lives. There is a guarantee that the total amount paid will be at least equal to the basic Death Benefit.

- Cancellation of Remaining Payments

Payments owed by the member for the purchase of optional service credit upon the employment related disability of member (i.e., upon industrial disability retirement) can be cancelled, the final amount will be adjusted accordingly.

- Local System Service Credit

Local system service credit will be used in the computation of benefits payable under the basic death benefit for all local members (miscellaneous and safety) who were members of a local retirement system at the time the local system was discontinued.

Employees nearing retirement are urged to avail themselves of the retirement pre-counseling and planning available to them by CalPERS. CalPERS requires at least 90 days' notice in advance of planned retirement (as does Social Security for any previous services). However, the JPIA strongly urges employees anticipating retirement to make their inquiries at least six months to one year in advance to avoid any unnecessary delays.

The ~~Director of Human Resources and Administration~~ [Human Resources Manager](#) or Human Resources Specialist can provide you with names and phone numbers of personnel at CalPERS who can assist you in your retirement planning.

Please note that employees may be subject to the "Windfall Elimination" due to exemption from Social Security. Information will be provided during ~~New~~ [the New](#) Employee Onboarding on this topic.

## Tax Deferred Compensation Program

The JPIA provides the opportunity for all employees to enroll in a payroll tax deferral plan called, "Deferred Compensation 457". All contributions to this plan are made by the employee on a voluntary basis. Contributions are made by payroll deduction. Such amounts deducted are not included currently in your taxable income. Thus, if you elect



to participate in this plan and have amounts deducted from your pay, you will see a reduction in salary, but not to the extent of the total amount deducted.

## Tax Benefit

Compensation deferred under the plan, together with all earnings (interest) on such contributions, are subject to Federal and State income taxes only in the year in which such amounts are paid or made available to you or your beneficiary.

## Contribution Limits

You may contribute into the plan the maximum allowed by law. These amounts may be lower if you participate in more than one deferred compensation program (employees who do should consult their tax advisor). During the last three years before you reach normal retirement age under the plan (60), you may be eligible to contribute more. If you think you may be eligible for this catch-up contribution provision, you should contact the Finance Manager and your tax advisor.

## Withdrawals

You may withdraw all or part of your contributions, together with the interest earned thereupon, subject to appropriate tax withholdings, upon the occurrence of one of the following: termination of employment on account of death, retirement or other cause; permanent disability; the attainment of age seventy and one-half; or the facing of an unforeseeable emergency. An unforeseeable emergency includes any severe financial hardship to the participant caused by sudden or unexpected illness or accident of the participant or ~~his or her~~[their](#) dependent, a casualty loss, or some other similar extraordinary circumstance caused by events beyond the participant's control. Home purchases and payments of college tuition do not qualify as unforeseeable emergencies under this definition. Eligible employees may withdraw all or part of their contributions plus earnings. Several withdrawal options are available.

## Reports/Statements

Sent to your home address at least quarterly by the vendor. It is your responsibility to verify the information for accuracy.

## Investment Options

You can choose among several different investment options, including high interest, money market, stock, bond, balanced, or a combination of these.

## Deferred Compensation Sources available through payroll deduction:

CalPERS  
P. O. Box 9255, Boston, MA 02209-9255  
(800) 260-0659

**Note of Caution:** The JPIA is the administrator of this plan on behalf of the employee participants. No investment advice should be given to you by your manager or any other employee. Employees seeking investment or tax advice should consult with their independent investment and/or tax advisor.

Any questions with regard to enrollment into this plan should be referred to the Finance Manager.

## Roth IRA

You can choose to contribute money from the after-tax portion of your salary. This helps you build a nest egg of tax-free income in retirement. Your qualified withdrawals of Roth contributions and any earnings come out tax-free, which means you could potentially end up with more in net distributions in retirement.

The Roth option doesn't change the total of what you can contribute to the CalPERS 457 Plan, but it does give you more control over when your contributions – and retirement income – will be subject to federal income tax.

## 457 Contribution Plan

JPIA employees impacted by the mandatory compensation limits mandated by PEPR for amounts included in the CalPERS qualified retirement plan for JPIA employees will be eligible to participate in the JPIA 457 Contribution Plan.

At the discretion of the Executive Committee, the JPIA 457 Contribution Plan will contribute to an employee's CalPERS 457 Plan an amount equal to the employee's elected contribution. The JPIA's contribution will be limited to an amount equal to the current year's employer rate, applied to the portion of the employee's annual salary that exceeds the CalPERS limit set for that calendar year. It will be the employee's responsibility to monitor and ensure that the total combined contributions of JPIA and the employee do not exceed the maximum allowed by law.

### JPIA 457 Contribution Plan Policy Examples

	<u>Employee A</u>	<u>Employee B</u>
1 CalPERS Employer Contribution Rate	7%	7%
2 Salary	\$150,000	\$175,000
3 CalPERS Compensation Limit	140,424	140,424
4 Compensation Over Limit	9,576	34,576
5 JPIA contribution limit (line 1 x line 4)	670	2,420
6 Employee's contribution to 457 Plan	1,200	3,000
7 JPIA contribution (lessor of line 5 & 6)	670	2,420



## Educational Approval Process

Recognizing the mutual benefits derived from personal growth and increased work competence, it is the policy of the JPIA to provide financial assistance to regular full-time employees interested in furthering their formal education. To be eligible, an employee must have completed their initial appraisal process, unless a job requirement, and submit an Application for Educational Approval. All requests must be approved in advance by the employee's manager, ~~their director, the Director of Human Resources and Administration~~ [Human Resources Manager](#), and the Chief Executive Officer ([if applicable](#)). Criteria for approval are listed below:

### Degree/Certification/Professional Designation Programs

For employees in good standing and with the organization for at least two years, the JPIA will pre-pay the expense of tuition and required text for all courses leading to a JOB-RELATED degree or certificate not to exceed the cost per semester of tuition for six semester hours at the California State University at Sacramento. Expenses for tuition and required text to obtain professional designations will be pre-paid/reimbursed at actual cost. The application must be complete with a description of the entire program, listing of classes required, explanation of job-relatedness to the JPIA, targeted career path with the JPIA, and defined timelines for completion of courses. A copy of the course description and necessary classes from the school catalog should be included.

### Professional Courses and Specific Job-Related Courses

Professional and job-related course tuition, required text, and exam fee expenses will be pre-paid upon approval.

### Professional Seminars/Conferences Attended During JPIA Time

The JPIA policy generally provides for one professional job-related seminar/conference per fiscal year with fees, text, transportation, lodging and meals will be pre-paid upon approval. On occasion there may be additional conferences pertinent to the JPIA and consideration will be given upon submission of a request.

Upon return, a [verbal](#) report will be presented recapping the significant highlights and benefits to the JPIA as a result of attendance.

### Additional Requirements

- You are responsible for registration and ordering of any necessary text.
- It is your responsibility to provide your manager and the ~~Director of Human Resources and Administration~~ [Human Resources Manager](#) with transcripts after completion of the course.

- If you do not complete or fail a course, you will be expected to repeat the course at your own expense or reimburse the JPIA within one year if you decide not to continue pursuit of the program. In general, no future approvals will be given until this is cleared from the files.
- If you fail to meet the timelines outlined, the JPIA will have the discretion to discontinue the financing of the program.

## Paid Leave Policy

The JPIA’s policy allows eligible employees to earn time off in accordance with their employment status and length of service and to use such earned time to take time off with pay under the guidelines stated in this policy. Regular part-time employees’ paid time off will be pro-rated according to their scheduled work hours. Please note, the JPIA’s fiscal year is utilized for tracking paid leave. Categories of paid leave are provided, as outlined below:

### Vacation

The JPIA recognizes the value of rest and relaxation and encourages you to use all accrued vacation benefits. Regular full-time and part-time scheduled employees are eligible for paid vacation according to months of service. Vacation must be approved in advance and any request for vacation in excess of 15 consecutive days of vacation to be taken in advance of accrual needs the approval of the Chief Executive Officer.

Vacation is earned and accrued from the first day of employment with maximum accrual at 320 hours (non-exempt)/40 days (exempt) as follows.

<b>Months of Service</b>	<b>Annual Accrual Hours*/Days</b>		<b>Stop Accruing at Hours/Days</b>	
<del>0—36</del>	<del>96 / 12</del>		<del>320/40</del>	
<del>37—48</del>	<del>104 / 13</del>		<del>"</del>	
<del>49—60</del>	<del>112 / 14</del>		<del>"</del>	
<del>61—72</del>	<del>120 / 15</del>		<del>"</del>	
<del>73—84</del>	<del>128 / 16</del>		<del>"</del>	
<del>85—96</del>	<del>136 / 17</del>		<del>"</del>	
<del>97—108</del>	<del>144 / 18</del>		<del>"</del>	
<del>109—120</del>	<del>152 / 19</del>		<del>"</del>	
<del>121—132</del>	<del>160 / 20</del>		<del>"</del>	
<del>133—144</del>	<del>168 / 21</del>		<del>"</del>	
<del>145—156</del>	<del>176 / 22</del>		<del>"</del>	
<del>157—168</del>	<del>184 / 23</del>		<del>"</del>	
<del>169—180</del>	<del>192 / 24</del>		<del>"</del>	
<del>181+</del>	<del>200 / 25</del>		<del>"</del>	
<b>Months of Service</b>	<b>Non-Management</b>	<b>Managers</b>	<b>Directors</b>	<b>Stop Accruing at</b>
<b>-</b>	<b>Hours*/Days</b>	<b>Hours*/Days</b>	<b>Hours*/Days</b>	<b>Hours/Days</b>

<b>Months of Service</b>	<b>Annual Accrual Hours*/Days</b>		<b>Stop Accruing at Hours/Days</b>	
	<u>96 hours / 12 days</u>	<u>120 hours / 15 days</u>	<u>160 hours / 12 days</u>	<u>320 hours / 40 days</u>
<u>0 – 12</u>				
<u>13 -24</u>	<u>104 / 13</u>	<u>128 / 16</u>	<u>168 / 21</u>	<u>"</u>
<u>25 -36</u>	<u>112 / 14</u>	<u>136 / 17</u>	<u>176 / 22</u>	<u>"</u>
<u>37 - 48</u>	<u>120 / 15</u>	<u>144 / 18</u>	<u>184 /23</u>	<u>"</u>
<u>49 - 60</u>	<u>128 / 16</u>	<u>152 /19</u>	<u>192 / 24</u>	<u>"</u>
<u>61 - 72</u>	<u>136 / 17</u>	<u>160 / 20</u>	<u>200 / 25</u>	<u>"</u>
<u>73 - 84</u>	<u>144 / 18</u>	<u>168 / 21</u>	-	<u>"</u>
<u>85 - 96</u>	<u>152 /19</u>	<u>176 / 22</u>	-	<u>"</u>
<u>97 - 108</u>	<u>160 / 20</u>	<u>184 /23</u>	-	<u>"</u>
<u>109 - 120</u>	<u>168 / 21</u>	<u>192 / 24</u>	-	<u>"</u>
<u>121 - 132</u>	<u>176 / 22</u>	<u>200 / 25</u>	-	<u>"</u>
<u>133 - 144</u>	<u>184 /23</u>	-	-	<u>"</u>
<u>145 - 156</u>	<u>192 / 24</u>	-	-	<u>"</u>
<u>157+</u>	<u>200 / 25</u>	-	-	<u>"</u>

\*Regular full-time working less than 40 hours and more than 30 hours are pro-rated according to scheduled hours. For non-exempt employees, the minimum increment of vacation is 15 minutes. Exempt employees may utilize half-day vacation requests.

### Holiday Observances

All regularly scheduled full and part-time employees will receive a normal day's pay at their normal hourly rate for the following holidays, subject to the conditions below:

- New Year's Day — January 1
- Martin Luther King Day\* — Third Monday in January
- Presidents' Day\* — Third Monday in February
- Memorial Day\* — Last Monday in May
- Independence Day — July 4
- Labor Day\* — First Monday in September
- Veteran's Day\* — November 11 (if worked, can be exchanged for day off between November 11 and January 1)
- Thanksgiving — Fourth Thursday and Friday in November
- Christmas Eve — December 24
- Christmas Day — December 25

- Floating Holiday — Your choice to be approved in advance. For new employees, full day if hired before July 1; half day if hired after July 1. Must be taken during calendar year.

If the holiday has an asterisk, you may work this holiday and trade it for future use.

The following rules apply:

- Subject to Manager approval
- Must be used in full day increments
- Must be used within the calendar year (i.e. use it or lose it)
- Cannot be banked/used until after the actual date of the holiday has passed
- Can't be cashed out

### **Holiday Conditions:**

- If the holiday falls on a Saturday, it may be observed on the preceding Friday. If it falls on a Sunday, it may be observed on the next Monday, staff will be advised of all dates the office will be closed for holiday observances at the start of each calendar year.
- Employees on unpaid leave of absence for any reason at the time of the holiday observance will be ineligible for holiday pay.
- If a holiday falls during your approved vacation period, you will be paid for the holiday and will not be charged with a vacation day for the day the holiday is observed.
- When computing overtime pay, you do not receive credit for hours worked on holidays that are not actually worked.

### **Bereavement Leave (Statutory)**

In the event of a death in your immediate family, the JPIA **will** grant up to 40 hours for non-exempt employees (pro-rated for less than 40 hours per week) or five (5) days for exempt employees of paid time away from work if you are a regular full-time employee. **The intent of this benefit is to allow you to make arrangements for and/or to attend the funeral.** Additional unpaid time off in the form of a personal leave of absence may be granted for special circumstances with the CEO's approval.

Bereavement leave ~~will run~~ does not run concurrent with CFRA. Immediate family for the purpose of bereavement leave is the same as under CFRA:

- Spouse
- Child

- [Parent](#)
- [Grandparent](#)
- [Grandchild](#)
- [Sibling](#)
- [Parent-in-Law](#)
- [Domestic Partner](#)
- [Designated person \(defined as any individual related by blood or who's association is equivalent of a family relationship\).](#)

## Jury and Witness Duty

You should immediately notify your manager if you receive a notice for jury duty. If you are summoned for jury duty, [JPIA will pay you up to ten \(10\) days for jury duty.](#) ~~you will be paid the difference between jury duty pay and your regular hourly rate for up to a maximum of ten working days per year.~~ As a public employee, a waiver should be signed to avoid payment (as it must be returned) when appearing for Jury Duty. [If the waiver is not completed and you are paid for jury duty then you will need to provide a check to the JPIA for the amount you were paid. This is to avoid being overpaid.](#)

Non-exempt employees – If reporting time combined with any work time is greater than normal workday, you will need to balance your days to equal your normal weekly hours. If dismissed from jury duty after reporting time, you must return to work to complete a full day's time, or supplement with vacation time.

If required by law to appear in court as a witness, you may be given paid time off up to a maximum of 32 hours for non-exempt (pro-rated for regular part-time) employees or four (4) days per year for exempt employees for such purpose, provided that you provide the JPIA with reasonable advance notice and proof of such court order.

## Military Leave

A military leave, in accordance with Federal law, will be granted to those employees of a reserve component of the Armed Forces of the United States or National Guard.

If regular, full-time employees are called to active military duty training as members of the Armed Forces, Reserves, or National Guard, they will be assured full pay for military leaves for up to ten (10) working days per calendar year provided that they are regular, full-time employees. If ordered for purposes of military training, encampment, naval cruises, special exercises or like activity, they shall be entitled to receive the difference between their regular rate of pay and the military rate of pay for the first 30 calendar days of any such absence.

If regular, full-time employees are called to active duty during national or state emergencies, as members of the Armed Forces, Reserves, or National Guard, they shall be entitled to receive the difference between their regular rate of pay and their military rate of pay for the duration of their active-duty call.

Military orders must be presented to your immediate manager and arrangements for leave made as early as possible before departure.

Should you either voluntarily or involuntarily leave your employment to serve in the armed services, you shall be entitled to reinstatement according to State and Federal law in effect at the time of your release from active service.

## Military Spouse Leave

Employees that work more than 20 hours per week and have a spouse in the Armed Forces, National Guard, or Reserves that have been deployed during a period of military conflict are eligible for up to 10 unpaid days off when their spouse is on leave from military deployment. Employees must request this leave in writing to the Chief Executive Officer within two business days of receiving official notice that their spouse will be on leave. Employees requesting this leave are required to attach to the leave request written documentation certifying the spouse will be on leave from deployment.

## Time Off to Vote

In accordance with California State law, if your work hours do not allow sufficient time off to vote in California general, direct or presidential elections, the JPIA will offer two (2) hours paid time off for you to vote. To receive time off for voting, you must notify your manager and present a valid voters' registration card. When you return from voting, it will be necessary to present the voters' receipt to your manager. Time taken for the purposes of voting must be either at the beginning or end of the normal workday.

## Inclement Weather

In the event the Chief Executive Officer deems it necessary to close the office due to inclement weather, managers will be phoned, and they will contact employees. You should make the effort to come into the office unless you are notified otherwise. If you are unable to do so, you need to touch base with a manager.

If the office is officially closed through a management decision, you will be paid for the day with no effect on your paid time off. If, however, the office is not closed and you do not come to work, you should take vacation, use one of your "personal days off", request time off without pay, or make other arrangements with your manager.

## Sick Leave

Sick leave is a form of insurance that employees accumulate in order to minimize the economic hardships that may result from out of the ordinary, unexpected, or

emergency need to take time off, such as physical or mental illness or injury to employees or their immediate family members. Immediate family for sick leave purposes is defined as a spouse or registered domestic partner, child, parent (or parent-in-law), grandparent, grandchild, ~~or sibling,~~ or designated person (-defined as any individual related by blood or who's association is equivalent of a family relationship, limited to one per 12-month period). Time off for medical, dental, and optical appointments will be treated as sick leave. Sick leave is not intended to be used in lieu of vacation. Employees are required to use accrued sick leave for time off as noted above and will require CFRA approval for time off beyond six days.

The JPIA offers paid sick leave to regular full-time employees at a rate of eight hours per month (full-time non-exempt, pro-rated if less than 40 hours per week) or one day per month (full-time exempt). This time off can be carried over indefinitely.

Part-Time Regular Employees, Temporary Employees, and Extended Temporary Employees will accrue sick leave of .75 days of sick leave per month after 30 days on the job for full time (40-hour week), prorated if less.

For non-exempt employees, the minimum increment of leave is 15 minutes. On select occasions scheduled paid time off will be allowed to be made up (if less than one day) by working additional hours only during the week the time was taken, if deemed necessary due to work necessities, with the approval of your manager. For exempt employees, the minimum increment is 4 hours (half day).

For all staff, it is expected that appointments be arranged around your workload and your department's needs.

Employees are permitted to use up to two days (16 hours) of accrued sick leave for personal time off each calendar year. This time will be deducted from sick leave accrual. If the time is not used, it just stays on the books. ~~Those hired January 1—March 31 can use two days; hired April 1—September 30 can use one day; and October 1—December 31 no days.~~

To the extent as allowed by CalPERS, unused accumulated sick leave at the time of retirement will be converted to additional service credit. Eight hours of sick leave equals one day; it takes 250 sick days (2000 hours) to receive one year of service credit. Retirement age for the JPIA's purposes is age 50. Unused sick leave will not be paid if an employee is terminated or voluntarily resigns prior to retirement from the JPIA.

Abusive or excessive use of sick leave may result in disciplinary action, up to and including termination.

If you are unable to report to work due to unscheduled paid time off, you must contact your manager as soon as practicable, preferably before your start time. A phone call, email, or text message is acceptable providing you receive a response back from your manager acknowledging your absence. If your manager is unavailable, you should



contact any other available manager. If you become sick during the day, you must notify your manager, or if unavailable, any other manager before leaving the office.

A notification from a doctor that you are able to return to work may be required for any absences due to illness or injury of longer than ~~five~~<sup>three</sup> (5~~3~~) days. A doctor's note may be required if you are on written warning or exhibiting a pattern of excessive use of sick leave.

If you have exhausted all paid time off credits and cannot report to work, you may be terminated at the discretion of the JPIA.

There is no limit on the amount of sick leave that may be accrued.

Sick leave is not paid out upon termination.

~~Sick leave is required to be used for the three-day waiting period of a workers' compensation claim.~~

## Organ or Bone Marrow Leave

Employees may take up to 60 days (workdays) of leave in any one-year period for the purpose of donating an organ to another person. The JPIA requires that employees taking leave for organ donation use two weeks of accrued but unused sick leave and/or vacation. JPIA will pay the remaining two weeks up to 30 days. The remaining 30 days are not paid, though employees can use wage replacement. The JPIA will continue to provide and pay for current group health plan benefits.

Employees are required to provide written verification of the need for leave, including confirmation that the employee is an organ or bone marrow donor and that there is a medical necessity for the donation.

Employees may take up to five paid days (workdays) of leave in any one-year period for the purpose of donating bone marrow to another person. [The JPIA requires that employees taking leave for donating bone marrow use up to five days of accrued but unused sick leave and/or vacation.](#)

[Organ and Bone Marrow leave do not run concurrent with CFRA.](#)

## Unpaid Time Off

Several types of unpaid leaves of absence are available to eligible employees under the JPIA's policies. ~~The types of leaves that are available include personal, family (includes medical), and military.~~

## Summary of Rules

A summary of the rules and restrictions applicable to all unpaid leaves of absence is provided below:



- Unpaid status: All leaves of absence are provided on an unpaid basis. Use of wage replacement (i.e. sick or vacation pay) does not turn unpaid leave into paid leave.
- Vacation and sick leave accrual: Employees on a leave of absence stop accruing vacation and sick hours until they actively return to work. However, the employee's accrual rate based on their seniority is not impacted. For example, if an employee is on a leave of absence and their accrual rate changes from earning 12 days/year of vacation to 13 days, the employee is still eligible for the accrual rate increase.
- Unless mandated by law, all leave of absences may be reported to CalPERS and result in a loss of service credit for the period of time you are on a leave of absence.
- ~~Returning From Leave of Absence: When you are placed on pregnancy disability, family or military leaves of absence, the JPIA guarantees reinstatement to the same or similar job with the same or similar duties, pay, and location unless it would substantially undermine the JPIA's authority to operate the business safely and efficiently.~~
- ~~When you are placed on a personal leave of absence, an effort will be made to hold your position open for the period of the approved leave. However, the JPIA will not guarantee reinstatement after a personal leave of absence.~~
- The JPIA will attempt to reasonably accommodate employees who are released for partial or modified duty by their treating physician.
- ~~The period that you are on a leave of absence, if wage replacement is not utilized, is not considered time worked for purposes of determining eligibility for or the amount of certain benefits, such as vacation and sick benefits. When you return from a leave of absence, the eligibility and accrual dates will be adjusted forward to reflect the period of the leave.~~
- ~~All leave of absences not supplemented with wage replacement will be reported to CalPERS and will result in a loss of service credit for the period of time you are on a leave of absence.~~
- **Holiday Benefits:** If a paid holiday falls during the period you are on leave of absence, you will not be eligible for the holiday pay.
- **Health and Benefit Plans:** The JPIA will maintain coverage under any group health plan for the duration of the leave and under the condition's coverage would have been provided had you been employed continuously during the leave. You will be required to pay for the entire cost of group health insurance for (1) the period of any family medical leave or other mandated leave of absence beyond the end of the month in which the leave terminates, and (2) for the entire period of any personal leave beyond the end of the calendar month in which the leave begins.

This will be offered through COBRA and you are requested to notify the ~~Director of Human Resources and Administration~~ [Human Resources Manager](#) that you have arranged for all necessary payments with the Finance Manager before your leave commences. If you fail to return to work at the end of your leave period, the JPIA has the right to collect from you the cost of the health benefit premiums. An employee who returns to work for at least 30 days is considered to have “returned to work”.

- Misrepresentations: Misrepresenting reasons for applying for a leave of absence may result in disciplinary action, including possible termination.

## Unpaid Leaves

### 1. Federal Mandated Family Medical Leave Act (FMLA)

JPIA is required to offer this leave to employees. Only employees of an organization with 50 or more employees within a 75-mile radius are eligible. Therefore, JPIA employees are not currently eligible to receive FMLA protections.

### 2. California Family Rights Act (CFRA) (Statutory)

The JPIA will grant employees, with at least one year of continuous service or a minimum of 1250 hours, up to 12 weeks/60 days/480 hours of unpaid leave in a 12-month period for family care responsibilities and for the employee’s own serious medical condition. The purpose of the CFRA is to provide you with the right to take time off from work to bond with a child, to care for a family member or to recover from a serious illness without jeopardizing your job.

Requested leaves must be submitted before the leave begins. See the ~~Director of Human Resources and Administration~~ [Human Resources Manager](#) for appropriate forms and specific information. When leaves are foreseeable, the employee must provide at least 30 days advance notice. If the leave is not foreseeable, the employee must provide notice as soon as practicable. The employee must consult with ~~his or her~~ [their](#) supervisor regarding scheduling of any planned medical treatment or supervision in order to minimize disruption to the operation of the JPIA. Any such scheduling is subject to the approval of the health care provider.

Leave may be taken for one or more of the following reasons:

- The birth of the employee’s child, or placement of a child with the employee for adoption or foster care;
- To care for the employee’s spouse, child (no age limit), parent, grandparent, grandchild, sibling, parent-in-law, domestic partner, or designated person (defined as any individual related by blood or who’s association is equivalent of a family relationship, limited to one per 12-month period) who has a serious health condition;

- For a serious health condition that makes the employee unable to perform ~~his or her~~their job, except for leave taken on account of pregnancy, childbirth, or related medical condition;
- For any “qualifying exigency” (defined by Section 3302.2 of the Unemployment Insurance Code) because the employee is the spouse, son, daughter, or parent of an individual on active military duty (or has been notified of an impending call or order to active duty) in the Armed Forces of the United States; ~~or~~
- ~~An employee who is the spouse, son, daughter, parent, or next of kin of a covered service member shall be entitled to a total of 26 work weeks of leave during a 12-month period to care for the service member.~~

#### a. Calculating the 12-month Period

The 12-month period is measured forward from the date the leave begins. Successive 12-month periods commence on the date of an employee’s first use of such leave after the preceding 12-month period has ended.

Under most circumstances, leave under federal and state law will run at the same time and the eligible employee will be entitled to a total of 12 weeks of CFRA in the designated 12-month period.

For a qualifying exigency or leave to care for a covered service member, the 12-month period begins on the first day of the leave. Leave to care for a covered service member is for a maximum of 26 workweeks during a 12-month period.

#### b. Leave for Employee’s Own Health Condition

~~If the leave is based on the planned medical treatment for a serious health condition, reasons for leave may involve the following:~~Employee’s own “serious health condition” is an injury, illness, impairment, or physical or mental condition that involves either:

- ~~“Inpatient care” of at least one day~~ admission to a health care facility with the intention of an overnight stay
- Period of incapacity of more than three days, followed by treatment by a healthcare provider)
- ~~Treatment of~~ Chronic condition that continues over an extended period of time and requires periodic visits for treatment with a healthcare provider
- Permanent or long-term conditions
- Treatment for substance abuse

If the CFRA request is made because of the employee’s own serious health condition, the JPIA may require, at its expense, a second opinion from a health care provider that

the JPIA chooses. The health care provider designated to give a second opinion will not be one who is employed on a regular basis by the JPIA.

If the second opinion differs from the first opinion, the JPIA may require, at its expense, the employee to obtain the opinion of a third health care provider designated or approved jointly by the employer and the employee. The opinion of the third health care provider shall be considered final and binding on the JPIA and the employee.

The JPIA requires the employee to provide certification within 15 days of any request for CFRA, unless it is not practicable to do so. The JPIA may require recertification from the health care provider if additional leave is required. (For example, if an employee needs two weeks of CFRA, but following the two weeks needs intermittent leave, a new medical certification may be requested and required.) If the employee does not provide medical certification in a timely manner to substantiate the need for CFRA, the JPIA may delay approval of the leave, or continuation thereof, until certification is received. If certification is never received, the leave may not be considered CFRA.

If an employee cites his/her own serious health condition as a reason for leave, the employee must submit a certification from the health care provider stating;

- Date of commencement of the serious health condition;
- Probable duration of the condition, and
- Inability of the employee to work at all or perform any one or more of the essential functions of his/her position because of the serious health condition.

The JPIA will require an additional certification by the employee's health care provider that the employee is fit to return to ~~his or her~~ their job. The physician must stipulate whether employee can perform essential functions with or without accommodation.

Failure to provide certification by the health care provider of the employee's fitness to return to work will result in denial of reinstatement for the employee until the certificate is obtained.

### **c. Leave to Care for a Family Member or Designated Person**

If the leave is needed to care for an eligible family member or designated person (defined as any individual related by blood or who's association is equivalent of a family relationship, limited to one per 12-month period), the employee must provide a certification from the health care provider stating:

- Date of commencement of the serious health condition;
- Probable duration of the condition;
- Estimated amount of time for care; and

- Confirmation that the serious health condition warrants the participation of the employee.

#### **d. Leave for Birth, Adoption, or Foster Care**

A leave taken due to the birth of the employee's child, or placement of a child with the employee for adoption or foster care, may need to be supported by a certification, such as a birth certificate or adoption and foster care paperwork.

A female employee's request for leave for the birth of her child will begin once her pregnancy disability leave has ended.

When both parents are employed by the JPIA, and request leave for the birth or placement for adoption or foster care for a child, the JPIA will grant the time off and ask that the parents work to minimize disruption to the workplace.

#### **e. Leave Related to Military Service**

A leave taken due to a "qualifying exigency" related to military service may need to be supported by a certification of its necessity. A leave taken due to the need to care for a service member shall be supported by a certification by the service member's health care provider.

#### CFRA Carryover

Leave granted under any of the reasons provided by CFRA will be considered as part of the 12-workweek entitlement in a 12-month period. The 12-month period is measured forward from the date any employee's first CFRA leave begins. Successive 12-month periods commence on the date of an employee's first use of such leave after the preceding 12-month period has ended. No carryover of unused leave from one 12-month period to the next 12-month period is permitted.

#### Intermittent Leave

Employees may take CFRA intermittently (in blocks of time/minimum 15-minute increments, or by reducing their normal weekly or daily work schedule) if the leave is for the serious health condition of the employee or the employee's immediate family (as noted above), and the reduced leave schedule is medically necessary as determined by the health care provider of the person with the serious health condition. This is deemed unpaid leave. Employee may exercise wage replacement as set forth above.

### **3. Pregnancy Disability Leave (PDL) (Statutory)**

Any full or part-time employee who is disabled by pregnancy, childbirth, or a related medical condition will, upon request and approval, be granted PDL without pay not to exceed four months.

If you require PDL, you must notify your manager and the [Director of Human Resources and Administration](#) [Human Resources Manager](#) as soon as possible, at least 30 days in advance if foreseeable. The written notice should specify the commencement date of the leave, the expected duration of the leave and be accompanied by a signed physician's statement. JPIA has ten calendar days to respond to the request.

For employees on PDL, the JPIA guarantees reinstatement to the same or similar job with the same or similar duties, pay, and location unless granting such a leave would substantially undermine the JPIA's ability to operate the business safely and efficiently.

### [PDL Carryover](#)

[Leave granted under any of the reasons provided by PDL will be considered as part of the 12-workweek entitlement in a 12-month period; PDL provides a 17 workweek \(693 hours\) entitlement in a 12-month period. The 12-month period is measured forward from the date any employee's first PDL leave begins. Successive 12-month periods commence on the date of an employee's first use of such leave after the preceding 12-month period has ended. No carryover of unused leave from one 12-month period to the next 12-month period is permitted.](#)

### [Intermittent Leave](#)

[Employees may take PDL intermittently \(in blocks of time/minimum 15-minute increments, or by reducing their normal weekly or daily work schedule\) if the leave is for the serious health condition of the employee or the employee's immediate family \(as noted above\), and the reduced leave schedule is medically necessary as determined by the health care provider of the person with the serious health condition. This is deemed unpaid leave. Employee may exercise wage replacement as set forth above.](#)

#### **4. School Activity Leave (Statutory)**

Any employee who is the parent of a child through grade 12 may request up to 40 hours off per year for the purpose of participating in school activities, such as teacher conferences, award ceremonies or school plays. The leave can also be used for locating and/or enrolling in school or childcare, or for school or childcare emergency. This time will be unpaid unless you choose to use wage replacement through accrued sick or vacation time or compensatory time off for this purpose. You will be limited to no more than eight hours off for this purpose in any one calendar month unless it is due to a childcare provider or school emergency. Upon request, the JPIA reserves the right to require documentation for this leave.

"Parents" are specifically defined to include parents, guardians, grandparents, stepparents, foster parents, and persons standing in loco parentis to a child.

#### **5. School Appearance Leave (Statutory)**



Any employee who is the parent or guardian of a child through grade 12 may request leave to appear at his/her child's school in connection with disciplinary action by the school. The Education Code allows school districts to adopt policies requiring that parents or guardians attend class with their student after the student returns school from a suspension. The time will be unpaid unless you choose to use wage replacement through accrued sick or vacation time or compensatory time off for this purpose. Upon request, the JPIA reserves the right to require documentation for this leave.

## **6. Personal Leaves of Absence**

**General:** Employees who have been continuously employed with the JPIA for at least one (1) year, may, due to special circumstances, request a personal leave of absence without pay, for a reasonable period of time up to one hundred and eighty (180) days. Requests for leaves of absence will be considered on the basis of length of service, performance, responsibility level, the reason for the request, whether other individuals are already out on leave, and the expected impact on the JPIA.

**Requests:** A request must be submitted in writing and be approved in writing by the Chief Executive Officer before a leave begins. A request for an extension of a leave of absence must be submitted in writing and approved in writing by the Chief Executive Officer before the extended period begins. It is your responsibility to report to work at the end of the approved leave. If you fail to report to work on the day after your leave expires, you will be considered to have voluntarily resigned.

**Status of Employee Benefits During a Personal Leave:** The JPIA does not pay for group insurance premiums during any portion of a non-mandated, unpaid leave of absence beyond the end of the month in which the leave begins. Accordingly, the premiums beyond that point for such coverage are your complete responsibility and offered through COBRA. In order to keep the insurance in force, premiums for the period of the leave must be paid according to the schedule outlined in the COBRA notification form.

[When you are on a personal leave of absence, an effort will be made to hold your position open for the period of the approved leave. However, the JPIA will not guarantee reinstatement after a personal leave of absence.](#)

## **7. Volunteer Civil Service Training Leave (Statutory)**

As a volunteer firefighter, reserve police officer, or emergency rescue person, any employee has the right to take an unpaid leave of absence up to 14 days per year for responding to an emergency or related training.

## **8. Crime or Abuse Victims' Leave (Statutory)**

Any employee who is the victim [or who is an immediate family member of a victim](#), of crime or abuse, including domestic violence, sexual assault, stalking, or a crime that

caused physical injury or, in certain cases, mental injury, or that resulted in the death of an immediate family member has a right to reasonable accommodation and unpaid leave to attend legal proceedings or to obtain or attempt to obtain any relief necessary, including a restraining order or for medical treatment, to ensure the employee's own health or welfare, or that of the employee's child or children. Leave shall be supported by appropriate documentation.

### ~~9. Crime Victim Leave (Statutory)~~

~~Any employee who is the victim of certain, specified felony crimes, or who is an immediate family member of a victim, a registered domestic partner of a victim of certain, specified felony crimes, has a right to unpaid leave to attend and participate in judicial proceedings related to the crime. Leave shall be supported by appropriate documentation.~~

### 9. Reproductive Loss Leave (Statutory)

Any employee who suffers a reproductive loss event, which is the day, or final day of a multiple event day has the right to take an unpaid leave of absence up to 5 days per event, not to exceed 20 days in a 12 month period. The 5 days do not need to be consecutive but must be taken within 3 months of the event. Reasons for leave include failed adoption, failed surrogacy, miscarriage, stillbirth, and unsuccessful assisted reproduction. The employee may choose to use sick time or vacation time during the leave period. No documentation is required.

### 10. Military Caregiver Leave

An employee who is the spouse, son, daughter, parent, or next of kin of a covered service member shall be entitled to a total of 26 weeks of unpaid leave in a 12-month period to care for a covered service member with a serious injury or illness. To be eligible for this leave the employee must have worked at least one year of continuous service or a minimum of 1250 hours.

## Wage Replacement During Leave

Employees on leave of absence stop accruing vacation and sick hours until they actively return to work.

Use of wage replacement (i.e. sick, vacation) during a leave does not change the status of the leave from Unpaid to Paid.

If the employee is on unpaid leave for PDL or CFRA, the employee may use sick or vacation pay to supplement wage replacement benefits.



If the employee is receiving benefits from a paid disability plan such as Worker's Compensation or provided supplemental disability insurance, the employee may use sick or vacation pay to supplement partial wage replacement benefits as long as the employee does not receive more than he/she would normally earn at work.

All requests for wage replacement must be made in writing (email is acceptable) to the ~~Director of Human Resources and Administration~~ [Human Resources Manager](#) prior to the start of leave. ~~before the close of the relevant pay period(s).~~

## Reinstatement

Under most circumstances, upon return from ~~CFRA and PDL~~ [a statutorily protected leave of absence](#), an employee will be reinstated to his/her original job or to an equivalent job with equivalent pay, benefits, and other employment terms and conditions. However, an employee has no greater right to reinstatement than if he or she had been continuously employed rather than on leave. For example, if an employee on CFRA would have been laid off had he or she not gone on leave, or if the employee's job is eliminated during the leave and no equivalent or comparable job is available, then the employee would not be entitled to reinstatement. In addition, an employee's use of [a statutorily protected leave](#) ~~CFRA~~ will not result in the loss of any employment benefit that the employee earned before using [the leave](#) ~~CFRA~~.

~~Reinstatement after CFRA and PDL may be denied to certain salaried "key" employees under the following conditions:~~

- ~~• An employee requesting reinstatement was among the highest paid 10 percent of salaried employees employed within 75 miles of the work site at which the employee worked at the time of the leave request;~~
- ~~• The refusal to reinstate is necessary because reinstatement would cause substantial and grievous economic injury to the JPIA's operations;~~
- ~~• The employee is notified of the JPIA's intent to refuse reinstatement at the time the JPIA determines the refusal is necessary; and~~
- ~~• If leave has already begun, the JPIA gives the employee a reasonable opportunity to return to work following the notice described previously.~~

For additional information about eligibility for CFRA and PDL, contact the ~~Director of Human Resources and Administration~~ [Human Resources Manager](#).

## Carryover

~~Leave granted under any of the reasons provided by CFRA and/or PDL will be considered as part of the 12 workweek entitlement in a 12-month period; PDL provides a 17 workweek (693 hours) entitlement in a 12-month period. The 12-month period is measured forward from the date any employee's first CFRA and/or PDL leave begins. Successive 12-month periods commence on the date of an employee's first use of such~~

~~leave after the preceding 12-month period has ended. No carryover of unused leave from one 12-month period to the next 12-month period is permitted.~~

### ~~Intermittent Leave~~

~~Employees may take CFRA and/or PDL intermittently (in blocks of time/minimum 15-minute increments, or by reducing their normal weekly or daily work schedule) if the leave is for the serious health condition of the employee or the employee's immediate family (as noted above), and the reduced leave schedule is medically necessary as determined by the health care provider of the person with the serious health condition. This is deemed unpaid leave. Employee may exercise wage replacement as set forth above.~~

### Fit-for-Duty Exam

Before an employee returns to work from CFRA and/or PDL for the employee's own serious health condition, the employee may be required to submit a fitness-for-duty certification from the health care provider stating the employee is able to resume work.

## Employee Relations

### Standards of Conduct

The following examples are given in order to provide you some guidance concerning unacceptable behavior. If the JPIA chooses to correct an employee who engages in unacceptable behavior, the employee may be subject to corrective action up to and including termination. Please note that it is impossible to provide an exhaustive list of behaviors that are not acceptable. The following is therefore intended to simply provide some examples:

- Poor performance.
- Using abusive or vulgar language, or causing disruption to the workplace or to fellow employees or visitors.
- Spreading malicious gossip; engaging in behavior which creates discord.
- Unavailability for work, i.e., absenteeism or tardiness.
- Misuse of the JPIA's monies.
- Conducting non-business activities during working hours.
- Any action indicating a disrespect or disregard for the JPIA, its vendors, suppliers or clients.
- Release of confidential information about the JPIA or its members.

- Falsification of forms, records, or reports including, but not limited to, time sheets, employment applications and member records.
- Possessing or bringing firearms, weapons, open containers of alcohol, marijuana or illegal drugs or chemicals on or to the JPIA's property.
- Insubordination, refusing to follow a manager's directions, or other disrespectful conduct toward a manager.
- Unauthorized possession or removal of property, records, or other materials that do not belong to you.
- Smoking in restricted areas.
- Destroying or willfully damaging the JPIA's or another employee's property, records, or other materials.
- Non-compliance with safety or health rules or practices or engaging in conduct that creates a safety or health hazard.
- Leaving the JPIA's property without approval prior to the end of a scheduled workday.
- Sexual harassment or other unlawful harassment of another employee.
- Giving false or misleading information during the application and/or selection process.
- Failure to report involvement in an accident occurring on the JPIA's premises, or involving the JPIA's equipment, or giving false information in accident or insurance reports.
- Willful failure to report to supervisor any significant omissions, errors or mistakes or accidental damage affecting work assignment, property or equipment.
- Unauthorized opening of, or tampering with, locks in desks, doors, cabinets, etc., or unauthorized use of or duplication of keys.
- Reporting to work under the influence of drugs and/or alcohol and/or marijuana.
- Threatening or intimidating other employees or supervisors.
- Behavior unbecoming a JPIA employee; that behavior or action which would adversely prejudice public opinion of the JPIA.
- Failure to immediately report the loss of a California driver's license due to suspension, withdrawal, forfeiture or confiscation by any court of law or by the California Division of Motor Vehicles. This rule applies only to those employees who must maintain such a license as a condition of their employment.

- Installing unauthorized software on the JPIA's computer system.
- Misuse of electronic systems (email, internet, fax) per policy.
- Inability to get along with co-workers, members' staff, vendors, and/or Board Members.

Since all employees are "at will" employees, the employment relationship may be terminated at any time by either the JPIA or the employee with or without cause.

## Attendance Policy

The JPIA may utilize a system of corrective action, at its sole discretion, in cases of misconduct or unacceptable performance, including absenteeism. The use of such a system does not waive either the JPIA's or your right to terminate employment at any time with or without cause. If the number of absences within the most recent 12-month period, regardless of the reason, is excessive, you may be subject to corrective action, at the discretion of the JPIA, to make you aware of problems and to create an action plan to resolve issues. The attendance policy of the JPIA will be followed only to the extent allowed by law and is not meant to circumvent or abrogate any existing provisions of the FEHA, ADA, ADEA, or other state or federal law and/or regulation.

## The Corrective Process

The corrective process may take the form of an informal discussion. If the problem persists, a written corrective may then be issued confirming you have been made aware of any problem, that an interview has taken place, and that you understand what must take place for satisfactory resolution. A second written corrective may also be issued, with termination a possible final consequence.

As indicated in the Standards of Conduct section of this Handbook, certain instances of gross misconduct could lead to immediate termination.

## Employee Grievances or Concerns

The JPIA encourages employees that may be experiencing work performance problems, employee-supervisory concerns, peer disturbances or other concerns to bring them to the attention of your respective managers or to the ~~Director of Human Resources and Administration~~ [Human Resources Manager](#) or the Chief Executive Officer if your manager is involved in the situation or does not respond to the complaint in a reasonable length of time.

The JPIA defines a grievance as an expressed dissatisfaction by employees pertaining to conditions of their employment.

In matters relating to a management employee's job demotion, reduction in salary, or employment termination, employees may present their grievances to the Personnel Committee at its next regularly scheduled meeting. All other employees may present their grievances to the Chief Executive Officer.

## Alcohol, Marijuana and Drug Free Workplace

The JPIA recognizes that behavior resulting from the use of alcohol and/or marijuana and/or drugs may detrimentally affect the safety and work performance of its work force and can present a risk to the health and welfare of its employees and members.

In recognition of the JPIA's responsibility to maintain a safe work environment and your responsibility to perform safely, the JPIA will act to eliminate any substance abuse, which increases the risk of injuries, accidents, or substandard performance. For the purpose of this policy, substance abuse includes the use or possession of illegal drugs, alcohol, marijuana, sharing of prescription drugs, or abuse of prescription drugs, which could impair your work performance and/or ability to perform your job safely. It is expected that:

- You shall not be at work, drive a vehicle on JPIA business, or operate the JPIA's equipment with ~~any amount of~~ alcohol, marijuana or illegal drugs in your system which would result in a confirmed positive test indicating impairment; shall not use alcohol or marijuana, possess open containers of alcohol, possess marijuana, or use or possess illegal drugs while on duty; and shall not manufacture, distribute, dispense, sell, or provide alcohol, marijuana, or illegal drugs to any person while on duty.
- If the use of a prescription drug combined with the duties of the required job creates an unsafe working condition, this fact shall be reported to your supervisor or Human Resources Manager ~~Director of Human Resources and Administration~~ Human Resources Manager prior to reporting to work. Employees whose job performance is so restricted may be subject to reassignment, medical examination, or other actions specified by applicable statutes and regulations.

### Reasonable Suspicion Testing

Employees may be subject to drug and alcohol testing when there is reasonable suspicion that the employee has violated the rules expressed above. Regarding testing for marijuana, JPIA will ensure drug testing detects only employees' current impairment or active THC levels. JPIA will not test for the presence of non-psychoactive cannabis metabolites. An employee who is under the influence of marijuana while at work will be subject to termination.

In addition, when any employee has previously been found in violation of these rules, or by the employee's own admission, the employee may be required to submit to periodic substance testing as a condition of remaining in or returning to JPIA employment.

## Fitness-For-Duty & Return-To-Work Evaluations

The purpose of this policy is to determine an employee's ability to safely perform the essential job tasks of his/her job with or without reasonable accommodation. This policy is not designed or intended to supersede employer requirements under any state or federal law or regulation and will be utilized in accordance with the law.

### General guidelines:

- Each employee is responsible for maintaining his/her health in such a way that the employee can perform the essential functions of his/her job with or without reasonable accommodations. If a manager has reason to question the ability of an employee to perform the essential job functions, a Fitness-for-Duty or Return-to-Work Evaluation may be requested.
- To determine the appropriateness of a Fitness-for-Duty or Return-to-Work Evaluation request, management must consult and receive approval from the ~~Director of Human Resources and Administration~~ [Human Resources Manager](#) and, Chief Executive Officer.
- Time required by the employee to complete the Fitness-for-Duty / Return-to-Work Evaluation is considered work time and may require an administrative leave. Time off for prescribed treatment (after the evaluation), mandatory or otherwise, will be charged to accrued sick leave.
- Results of the evaluation will be maintained confidentially and separate from the employee's personnel record.
- If a Fitness-for-Duty / Return-to-Work evaluation is necessary, the employee will be required to be examined by a treating, personal physician or specialist selected by the JPIA.
- Failure to attend a Fitness-for-Duty or Return-to-Work Evaluation may lead to disciplinary action, up to and including, termination.

## Outside Relations/Media Contact

You are not permitted to give or report any information about the members of the JPIA, another employee, outside vendor, client, or consultant to anyone outside of the JPIA. You should forward any such request, whether verbal or written, to the Chief Executive Officer for handling.

## Prohibition of Discrimination

The JPIA is committed to providing a work environment that is free of unlawful discrimination. In keeping with the commitment, the JPIA strictly prohibits unlawful harassment on the basis of an employee's race, sex (including breastfeeding), gender identity, religious creed, color, national origin, ancestry, age (over 40), marital status, sexual orientation, or physical or mental disability, or any other class protected by state or federal law. Discrimination of anyone in or from the JPIA, on any of these bases, is strictly prohibited.

This policy prohibits discrimination in any form, including:

- Verbal harassment such as epithets, jokes, derogatory comments or slurs based on the person's race, sex, religious creed, color, national origin, ancestry, age (over 40), marital status, sexual orientation, or physical or mental disability;
- Physical harassment such as assault, impeding or blocking movement, or any physical interference with normal work or movement when directed at an individual based on one of the categories above; and
- Visual harassment such as derogatory posters, cartoons, or drawings based on one of the categories above. Also included are emails that may be inappropriate, offensive, harassing, and/or creating a hostile work environment.

If you believe you have been or are being subjected to this kind of discrimination and are unable to resolve (or uncomfortable attempting to address) the problem with the individual, you should promptly report it to your manager, any other manager, the ~~Director of Human Resources and Administration~~[Human Resources Manager](#) or the Chief Executive Officer. All such claims will be investigated in a manner designed to protect the privacy and confidentiality of all involved and appropriate action will be taken. When appropriate, the JPIA may seek to resolve the matter informally. Any employee found to have discriminated against anyone in or from the JPIA's work environment, based on one of the categories above will be disciplined, from verbal reprimand to dismissal, based on the circumstances.

If you have any questions about this policy, or want more information about it, please contact the ~~Director of Human Resources and Administration~~[Human Resources Manager](#) or Chief Executive Officer.

## Sexual Harassment

JPIA values each and every employee and expects all staff to behave in a respectful manner at all times. When harassment occurs, the entire organization suffers and our mission to serve our members becomes at risk.



Sexual harassment of the JPIA's employees, by any person in or from the work environment, is strictly prohibited. Sexual harassment includes, but is not limited to, unwelcome sexual advances, requests for sexual favors, or other verbal, visual, or physical conduct of a sexual nature when:

- Submission to such conduct is made either expressly or by implication a term or condition of an individual's employment;
- Submission to or rejection of such conduct by an individual is used as the basis for employment decisions affecting the individual; or
- Such conduct has the purpose or effect of unreasonably interfering with an individual's work performance; creating an intimidating, hostile, threatening or offensive working environment; or adversely affecting the employee's performance, appraisal, assigned duties, or any other condition of employment or career development.

Other examples of sexual harassment include unwelcome sexual flirtations or propositions; verbal abuse of a sexual nature; graphic verbal comments about an individual's body; sexually degrading words used to describe an individual; emails that may be inappropriate, offensive, harassing, and/or creating a hostile work environment; and the display in the work environment of sexually suggestive objects or pictures, posters, jokes, cartoons, or calendar illustrations. Sexual harassment conduct need not be motivated by sexual desire.

## Guidelines for the Employee

All employees of JPIA have a right to work in an environment free of harassment of any kind. JPIA prides itself on a culture of respect and to that end, expects every employee, vendor or visitor to behave in the highest of standards.

If you think you have been subjected to inappropriate or disrespectful behavior or seen a co-worker subjected to such behavior:

- Say NO! Make it clear to the offender that the behavior is unacceptable to you. The harasser may not realize the advances or behavior are offensive. Sometimes a simple confrontation will end the situation.
- Don't let confusion and self-doubt stop you from speaking out.
- JPIA wants to know about any disrespectful activity so that it can be addressed appropriately.
- Keep a record of dates, times, places, witnesses and nature of harassment. Such records will be very helpful if you find it necessary to pursue a formal grievance.
- If you feel that you have been or are being sexually harassed or are aware of or suspect the occurrence of sexual harassment, or you desire counseling on coping



with sexual harassment, you should immediately contact your manager, any other manager, the ~~Director of Human Resources and Administration~~ [Human Resources Manager](#), or the Chief Executive Officer. This procedure is your exclusive remedy for prevention and resolution of any issues of harassment at the JPIA.

- Any and all complaints will be treated with confidentiality to the extent possible. The complaint will be responded to in a timely fashion; investigated promptly and thoroughly by impartial and competent personnel; documented and tracked to ensure reasonable progress; met with appropriate remedial action when misconduct is found; and afforded a timely closure. Be advised that making a complaint will not result in any retaliation against the complainant or any participant in the investigation.
- In addition to notifying the JPIA about harassment or retaliation complaints, affected employees may also direct their complaints to the California Civil Rights Department ("CRD"), which has the authority to conduct investigations of the facts. The deadline for filing complaints with the CRD is three years from the date of the alleged unlawful conduct. If the CRD believes that a complaint is valid and attempts to resolve the dispute fail, the CRD may seek an administrative hearing before the California Civil Rights Department Commission ("CRDC") or file a lawsuit in court. Both the FEHC and the courts have the authority to award monetary and nonmonetary relief in meritorious cases. Employees can contact the nearest CRD office or the FEHC at the locations listed in the District CRD poster or by checking the State Government listings in the local telephone directory.
- Maintain strict confidentiality ensuring the privacy of all parties concerned.

## Disciplinary and/or Corrective Action

Any employee found to have sexually harassed anyone in or from the JPIA's work environment will be disciplined, from verbal reprimand to dismissal, based on the circumstances.

## Retaliation

Harassment also includes any act of retaliation against an employee for reports of violation of this policy or for participating in the investigation of a sexual harassment complaint. Retaliation is a serious matter. Any employee found to have retaliated against someone for filing a complaint or being involved in an investigation will be disciplined up to and including termination. Retaliation can be very subtle – from simply ignoring someone to spreading malicious rumors to making disrespectful comments – but nonetheless, is prohibited. Retaliatory actions put a damper on encouraging all staff to speak up when harassed or disrespected. Even if a complaint seems to lack legal merit, it is not permissible to engage in retaliation in any form.

## Workplace Violence

The safety and security of employees and customers are very important to the JPIA. Threats, threatening behavior, acts of violence, or any related conduct which disrupts another's work performance or the JPIA's ability to execute its daily business will not be tolerated.

To ensure that the JPIA maintains a workplace safe and free of violence for all employees, the JPIA prohibits the possession or use of dangerous weapons on JPIA property. A license to carry the weapon ~~on JPIA property~~ does not supersede this policy. JPIA property is defined as all JPIA owned or leased buildings and surrounding areas such as sidewalks, walkways, driveways, and parking lots under the JPIA ownership or control. This policy applies to all vehicles that come onto JPIA property.

Any person who makes threats, exhibits threatening behavior, or engages in violent acts on JPIA property may be removed from the premises pending the outcome of an investigation. Threats, threatening behavior, or other acts of violence off JPIA property, but directed at JPIA employees, JPIA members or the public while conducting business for the JPIA, is a violation of this policy.

Off-site threats include but are not limited to threats made via telephone, fax, electronic or conventional mail, or any other communication medium. Violations of this policy will lead to disciplinary action that may include dismissal, arrest, ~~or~~ prosecution. In addition, if the source of such inappropriate behavior is a member of the public, the response may also include barring the person(s) from JPIA property, termination of business relationships with that individual, and/or prosecution of the person(s).

Employees are responsible for notifying the ~~Director of Human Resources and Administration~~ [Human Resources Manager](#), Chief Executive Officer, or any other manager of any threats, which they have witnessed, received, or have been told that another person has witnessed or received. Employees should also report any behavior they have witnessed which they regard as threatening or violent when that behavior is job related or might be carried out on JPIA property or in connection with employment.

Any employee that receives a protective or restraining order that lists JPIA premises as a protected area is required to provide the ~~Director of Human Resources and Administration~~ [Human Resources Manager](#) with a copy of such order.

## Request for Reasonable Accommodation

To comply with applicable laws ensuring equal employment opportunities to qualified individuals with a disability, the JPIA will make reasonable accommodations for the known physical or mental limitations of an otherwise qualified individual with a disability who is an applicant or an employee unless undue hardship would result.

Any applicant or employee who requires an accommodation in order to perform the essential functions of the job should contact the ~~Director of Human Resources and Administration~~ [Human Resources Manager](#) and your manager to discuss the need for an accommodation. The JPIA will engage in an interactive process with the employee to identify possible accommodations, if any that will help the applicant or employee perform the job.

### **Interactive Process**

An interactive good faith communication process between the JPIA and a disabled employee is required in selecting an appropriate reasonable accommodation, if one exists. This is a timely individual process where management and the individual discuss the request and effective reasonable accommodation(s). In general, the JPIA will initiate an interactive process when: (1) an applicant or employee with a known disability requests a reasonable accommodation, (2) the JPIA otherwise becomes aware of the need for an accommodation through a third party or by observation, or (3) the JPIA becomes aware of the possible need for an accommodation because the employee has a disability and has exhausted leave under the Workers' Compensation Act, CFRA, or other federal, state or employer leave provisions, if applicable.

The following is a non-exclusive list of the considerations when reviewing a request for accommodation:

- The essential functions of the job.
- Conduct an independent assessment.
- How the disability limits performance of the essential functions.
- Identify accommodation options that overcome limitations and determine the reasonableness of the proposed accommodations.
- Select the most appropriate reasonable accommodation, if one exists.

If an accommodation request is made, the JPIA will initiate the interactive process and confer with the individual applicant or employee, as necessary, until the interactive process is complete and/or a reasonable accommodation, if any, is determined.

### [Pregnant Workers Fairness Act](#)

[A reasonable accommodation may be requested for the physical or mental condition related to, affected by, or arising out of pregnancy, childbirth, or related medical conditions and the employee or job applicant needs a change in the work environment or job duties. However, one distinction is that, while the ADA requires an employee to be able to perform the “essential functions” of their position, with or without accommodation, the PWFA includes a provision allowing for the temporary inability of an employee to perform an essential function. The request for reasonable accommodation must be based on the advice from the employee’s or job applicant’s](#)

[health care provider.](#)

## Employment Duration

The relationship between you and the JPIA is based on the mutual consent of both parties. Accordingly, either you or the JPIA can terminate the employment relationship at any time, unless an employment contract containing terms to the contrary exists.

## Employment Reference Checks

All inquiries regarding a current or former JPIA employee must be referred to the ~~Director of Human Resources and Administration~~ [Human Resources Manager](#) or the Chief Executive Officer.

Should you receive a written request for a reference, you must refer the request to the ~~Director of Human Resources and Administration~~ [Human Resources Manager](#) for handling. You may not issue a reference letter to any current or former employee without the permission of the Chief Executive Officer.

Under no circumstances should you release any information about any current or former JPIA employee over the telephone. All telephone inquiries regarding any current or former employee of the JPIA must be referred to the ~~Director of Human Resources and Administration~~ [Human Resources Manager](#).

In response to an outside request for information regarding a current or former JPIA employee, the ~~Director of Human Resources and Administration~~ [Human Resources Manager](#), or designated staff member, will verify only an employee's name, dates of employment, and job title. No other data regarding any current or former JPIA employee will be released unless the employee authorizes the JPIA to release such information in writing or the JPIA is required by law to furnish any information.

If, however, you are contacted to give a personal reference regarding a current or former JPIA employee, you are permitted to do so and should emphasize to the inquirer that the reference is personal only and not on behalf of the JPIA.

Failure to follow these directions may be cause for corrective action up to and including termination.

## Off-Duty Conduct/Conflict of Interest

While the JPIA does not seek to interfere with the off-duty and personal conduct of its employees, certain types of off-duty conduct may interfere with the JPIA's legitimate business interests. For this reason, employees should be aware of the following policies:

Employees are expected to conduct their personal affairs in a manner that does not adversely affect the JPIA's or their own integrity, reputation or credibility. Conduct on the part of an employee that adversely affects the JPIA's legitimate business interests or the employee's ability to perform ~~his or her~~their job will not be tolerated.

While employed by the JPIA, employees are expected to devote their energies to their jobs with the JPIA. The following types of outside employment are strictly prohibited:

- Employment that conflicts with an employee's work schedule, duties and responsibilities;
- Employment that creates a conflict of interest or is incompatible with the employee's employment with the JPIA;
- Employment that impairs or has a detrimental effect on the employee's work performance with the JPIA;
- Employment that requires the employee to conduct work or related activities on the JPIA's property during the JPIA's working hours or using the JPIA's facilities and/or equipment;
- Employment that directly or indirectly competes with the business or the interests of the JPIA.

Employees who wish to engage in outside employment that may create a conflict of interest must submit a written request to the Chief Executive Officer explaining the details of the outside employment. If the outside employment is authorized, the JPIA assumes no responsibility for the outside employment. The JPIA shall not provide workers' compensation coverage for injuries occurring from or arising out of outside employment. Authorization to engage in outside employment can be revoked at any time. If an employee has any doubts, it is recommended that a written request be submitted to insure there are no future problems.

## Anti-Fraud/Ethics Policy

The JPIA and its employees must, at all times, comply with all applicable laws and regulations. Employees uncertain about the application or interpretation of any legal requirements should refer the matter to their manager.

The JPIA expects its employees to conduct themselves in a businesslike manner and perform duties conscientiously, honestly, and in accordance with the best interests of the organization. Employees are expected to take great care when working with JPIA suppliers or contractual contacts and members. Employees should respect the confidentiality of information acquired in the course of their work. Regardless of circumstances, if an employee senses that a course of action may involve a conflict of

interest, fraud, and/or dishonesty, they should immediately communicate all facts to their manager, any Director, or the Chief Executive Officer.

## Children At Work

The JPIA prefers that children not be brought to the office in lieu of childcare. However, ~~if necessary, In the event of an “emergency situation” where you find it necessary to bring your child to the workplace,~~ the JPIA will deem this acceptable under the following circumstances:

- ~~• The event must be an emergency, (i.e., not a scheduled day off from school; choice of not hiring a baby sitter; a rare, unusual, and infrequent event), or A short term event (i.e., picking up from school, time between doctor appointment, etc.).~~
- You must get prior approval from your manager.
- Your child must not be disruptive. If this occurs, you and your child will be asked to leave immediately.
- ~~• This should not be a “social event.”~~ Your child should be situated in a quiet, out-of-the way place, such as an unused conference room.
- Your child must not interfere with your job or your co-workers.

~~The JPIA prefers that children not be brought to the office in lieu of childcare. If you need to take time off to care for your child, you can utilize accrued sick leave, vacation, request time without pay, or make other arrangements. You may also request leave under CFRA.~~

## California Public Records Act Request (CPRA)

The JPIA strives to comply with all applicable laws and provide the public with information as requested. Therefore, our goal is to respond promptly to any Public Records Request. Any employee receiving a request from the public for documents is to forward that request to the ~~Public Records Officer of JPIA~~ [General Counsel](#) immediately. The ~~General Counsel~~ [Officer](#) will work with those necessary to fulfill the request. Employees are NOT to respond to CPRA requests independently.

## Lactation Accommodation

JPIA provides two options for use by mothers needing to express breast milk. Employee can reserve the Quiet Room which can be locked or utilize the private sitting room in the women’s restroom which can also be locked. Employee and manager will work together to schedule the break time needed to accommodate needs.



## Injury & Illness Prevention Program

The JPIA greatly values the safety and health of all of its employees and is committed to providing a safe and healthful workplace. This will be accomplished through the establishment, implementation, and maintenance of an effective Injury & Illness Prevention Program (IIPP). The complete IIPP is located on the JPIA internal intranet (The Fountain). Here are the key responsibilities to understand:

The CEO is assigned responsibility for implementing the IIPP.

An Injury/Illness Prevention Program (IIPP) administrator, (Safety Program Administrator) is delegated the authority and responsibility for administrating the provisions of this program for JPIA. The JPIA's Safety Program Administrator is responsible for reporting to management any safety issues or concerns and for suggesting corrective actions. The Safety Program Administrator will be appointed by the CEO.

The Safety Program Administrator will be the Risk Control Manager.

### **Management:**

- Responsible for implementing and maintaining the IIPP in their work areas and for answering worker questions about the IIPP;
- Make a copy of the IIPP available to their employees; and
- Provide the necessary leadership and resources to administer an effective program.

### **Supervisors:**

- Responsible for implementing and maintaining the IIPP in their work areas and for answering worker questions about the IIPP;
- Know the program and provide the necessary leadership to insure its success;
- Provide employees with necessary training; and
- Be a good example.

### **Employees:**

- Know the program and give it your total support;
- Learn the hazards of your trade, and practice safe behavior; and
- Help fellow employees to prevent accidents.

## Ergonomics

The JPIA encourages safe and proper work procedures and requires all employees to follow safety instructions and guidelines. It is our intention to reduce exposure to ergonomic hazards through modifications to equipment and process and employee training. Any necessary, reasonable adjustments to minimize workplace repetitive motion injuries will be considered and made. If you require any adjustments or have any concerns or questions about ergonomics, be sure to discuss the matter with your manager or the ~~Director of Human Resources and Administration~~ [Human Resources Manager](#). Employees are encouraged to complete the General Office Ergonomics on-line class for information on preventing injuries.

## Bomb Threats And/Or Threatening Calls

Should you receive a threatening phone call, remain calm and try to write down the exact wording of the emergency/threat. ~~A form is included in the security section of the employee binder for use in this event.~~ Be sure to notify a manager ~~and the h~~ [Human Resources](#) immediately, and if appropriate, phone 9-1-1.

## Driving on The Job

The JPIA has established and maintains a Driving Record Review Program. As part of this program, it has enrolled in the Department of Motor Vehicles (DMV) Employer Pull Notice Program. This is a free service for public agencies that provides driver record reports on employees. Employees who may have their records reviewed include all who drive on JPIA business, including temporary, seasonal, and part-time employees and volunteers.

### Procedures

The JPIA may obtain from the DMV a copy of the driving record of all of its employees that are authorized to operate vehicles (JPIA or personal) on the JPIA's business.

- The JPIA is responsible for ordering and interpreting all driving records.
- If your duties require driving a vehicle, you must maintain a driving record that will not cause the JPIA's insurance rate to be increased or for you to become uninsurable. Any such actions could lead to disciplinary action.
- If your duties require driving a vehicle, you must provide proof of insurance at least annually.



## Cellular Phone Safety

The use of cellular phones while driving on JPIA business is considered a dangerous distraction and is prohibited. If your job requires you to keep your cell phone turned on while driving, you must safely pull off the road and stop before conducting business. Under no circumstances may a driver initiate or answer a cellular phone call or text message while driving a vehicle on company time unless you can use your cellular phone in a hands-free manner, such as a speaker phone or voice commands.

## Staff Expense Reimbursement Guidelines

The JPIA will fully compensate employees for all reasonable and prudent expenses incurred in the course of business as described below:

### Credit Card Use

Credit cards will be issued to specific employees who either travel on a regular basis on JPIA business or have the need to frequently purchase supplies or services. Credit cards should be used only for legitimate, approved business of the JPIA, subject to the following regulations. These cards should be used for all approved expenses as authorized in this section.

- No personal items may be charged on the business credit card;
- All charges must be in line with travel guidelines or as approved by management; and
- Receipts must be signed by a manager and submitted to Finance within one week of making the charge.

### Employee Incurred Expenses

~~All e~~Expenses ~~under the amount of \$50,~~ which are incurred by employees for JPIA purposes will be reimbursed as soon as the accounting department can process payment. through its petty cash checking account. ~~Expenses over that amount will be reimbursed through normal accounting procedures after you have completed and submitted an expense report.~~ All expenses must be approved in advance by management before submitting to Finance for reimbursement.

## Mileage

The mileage reimbursement rate to operate privately-owned vehicles will be the allowable IRS rate in effect at the time the expense is incurred. The mileage distance should be calculated from destination to destination. Any employee incurring out-of-pocket expenses due to traffic accidents while on JPIA business (i.e., deductibles), may be reimbursed by the JPIA.

Those of you driving vehicles on JPIA business will be required to complete three hours of defensive driving training every three years. This may be completed by attending a formal defensive driving class or by completing three Vector Solutions on-line classes. You will also be enrolled in the state of California PULL program that monitors driving records for public employees. In addition, you are required to provide the JPIA with proof of insurance coverage for your personal vehicle.

You are expected to practice good defensive driving techniques and operate the vehicle in a safe and responsible manner.

## Air Travel

It is preferred that employees ~~to~~ use Southwest Airlines when traveling on JPIA business, **unless** another airline can better accommodate your schedule, or you are able to secure a less expensive ticket through another airline, or Southwest does not fly to your destination. It is a requirement to book ~~flights timely~~ flights in a timely manner in order to avoid last minute charges, unless approved in advance by management.

~~Employees make their own reservations either by going on-line or calling (800) 435-9792 for Southwest.~~ It is permissible to purchase “Early Check-in” option when booking Wanna Get Away fares.

Employees are normally expected to use the least expensive fare when choosing flights. Although you are not asked to take flights with “crazy schedules” or stay over a Saturday to save money, if it is cost beneficial to the JPIA and you choose, the additional expenses will be reimbursed.

## Car Rentals

The JPIA’s policy is to allow you to rent a mid-size automobile where you get the best rate and most convenient rental.

When renting a car on JPIA business, use your JPIA issued corporate credit card and do not purchase additional car rental loss and damage coverage. Do not accept direct billing if offered because it negates this coverage. The coverage is primary and no deductible applies. Exclusions are for pickups, trucks, RVs, exotic and antique autos.

The JPIA has a contract with Enterprise with very good prices. Please utilize those rates when booking with Enterprise. You are not required to use Enterprise if you can find a better price/convenience elsewhere.

Below is the link for Enterprise Rental Car.

[https://www.enterprise.com/car\\_rental/deeplinkmap.do?bid=029](https://www.enterprise.com/car_rental/deeplinkmap.do?bid=029)

Rental location	Log-in:	Pin:
Northern CA	L30C524	joi
Southern CA	CF2719	acw

The link for Budget Car Rental is [www.budget.com](http://www.budget.com). The Budget BCD number ([Offer Code](#)) is S398064. Use ACWA/JPIA for [the Customer](#) ID. We also get money back for each reservation.

## Meals

The JPIA will provide up to \$125 per day for full-day travel expenses and up to \$75 per day for half-day travel expenses. Special circumstances will be required to justify reimbursement for amounts above these limits. Tipping can generally be up to 20%.

## Lodging

The reimbursement rate should not exceed \$295 per night, exclusive of tax, or whatever is a reasonable rate in the area. Staff members should always try to get a government rate whenever possible. Management approval is required for lodging fees that are far beyond the rate listed. At ACWA Conferences, the reimbursement rate shall be the rate set for single rooms for the Conference.

## Cab/Shuttle from Office

At times it may be more cost effective and/or convenient to utilize a cab, shuttle, or other services such as Uber and Lyft from the office/your home to the airport (consider mileage, parking fees, etc.). The Administration Department has information on local providers, and the Director of Finance has information on the Uber Business contract. Please check these options if appropriate while travelling.

## Expense Reports

Expense Reports should be submitted within one week of return.

# Around The Office

## Dress & Grooming Standards

JPIA employees contribute to the organization culture and reputation by the way they present themselves. Good grooming and appropriate dress reflect employee pride and inspire confidence on the part of members and vendors.

### Procedures

JPIA department managers may exercise reasonable discretion to determine appropriateness in employee dress and appearance. Employees who do not meet a professional standard may be sent home to change, and nonexempt employees will not be paid for that time off. Reasonable accommodations will be made where required.

### General guidelines for appropriate workplace attire

Basic elements for appropriate and professional business attire include clothing that is in neat and clean condition, not torn, ripped or frayed. ~~Basic guidelines for appropriate workplace dress do not include tight or short pants (no shorter than fingertips when arms at sides unless walking length), tank tops, halter tops, low-cut blouses or sweaters, mini-skirts, sheer clothing, visible undergarments, athletic clothing, or hats.~~

Although it is impossible and undesirable to establish an absolute dress and appearance code, the JPIA will apply a reasonable and professional workplace standard to individuals on a case-by-case basis. Management may make exceptions for special occasions. An employee unsure of what is appropriate should check with ~~his or her~~ [their](#) manager or the ~~Director of Human Resources and Administration~~ [Human Resources Manager](#) before wearing the item.

If a supervisor or manager decides that an employee's dress or appearance is not appropriate as outlined in this policy, he or she may take corrective action and require the employee to leave the work area and make the necessary changes to comply with the policy.

### Professional Dress:

- ~~—~~ [Employees who attend](#) **Three levels of appropriate dress guidelines:**

~~Professional Dress (also called Red Day) is for days when~~ Committee Meetings [that](#) take place in the building [should wear professional dress which includes:](#) ties, dress shirts, blouses, skirts, dress slacks; no jeans of any color.

- ~~—~~ **Business Casual Dress (also called Yellow Day) is for days when members are in the building or you are personally meeting with a member, vendor or other professional: includes all of the above plus, shirts — shirts with collars, business**

~~casual crew neck, blouses, golf and polo shirts; pants—slacks and trousers, nice colored jeans (no worn or torn, no blue jeans), capri pants (no shorts); footwear—casual slip on, ties shoes, sandals (no flip flops or similar, no tennis shoes, no construction or hunting boots)~~

- ~~• Casual Dress (also called Green Day) includes all of the above plus, shorts no shorter than fingertips when arms at sides, tennis shoes, blue jeans.~~

**Never allowed:** shirts with inappropriate slogans or pictures, ~~tank tops, muscle shirts, camo and~~ crop top type shirts, ~~athletic attire, and yoga pants.~~ or clothing that may be overly revealing.

The expectation is that all employees will dress appropriately for the occasion.

JPIA management reserves the right to change dress code requirements and parameters at any time.

## Telephone Calls

The JPIA understands that you may need to speak with your family or tend to non-business activities at times, but requests cooperation in keeping personal calls to reasonable levels. Please note, all phone calls should be considered public information and subject to surveillance. Any confidential calls should be conducted elsewhere. All communication can be disclosed to law enforcement or other third parties without prior consent of the sender and/or receiver.

If you travel on a regular basis, you ~~will be issued~~ may request a JPIA issued a cellular phone.

## Electronic Communications Policy

The JPIA uses various forms of electronic communications including, but not limited to, communications via computers, email, telephones, mobile phones, smart phones, text messaging, internet, PDAs, etc. All electronic communications are official JPIA records and are the property of the JPIA. The JPIA reserves the right to access and disclose all messages sent through its system for any purpose.

Messages transmitted over the electronic communications system should be limited to JPIA business activities, for the accomplishment of business related tasks, or communications directly related to JPIA business, administration, or practices. ~~The following general policies apply:~~

The following general policies apply:

- Computers and all data transmitted through JPIA servers are JPIA property owned by the JPIA for the purpose of conducting JPIA business. These items must

be maintained according to JPIA rules and regulations. Computers must be kept clean and employees must exercise care to prevent loss and damage. Prior authorization must be obtained before any JPIA property may be removed from the premises.

- All electronic communications also remain the sole property of JPIA and are to be used for JPIA business. For example, email messages are considered JPIA records.
- Electronic information created by an employee using any computer or any means of electronic communication is also the property of JPIA and remains the property of JPIA.
- Information stored in JPIA computers and file servers is the property of the JPIA and may not be distributed outside the JPIA in any form whatsoever without the written permission of the JPIA Chief Executive Officer.
- Violation of any of the provisions of this policy, whether intentional or not, will subject JPIA employees to disciplinary action up to, and including, termination.

## Personal Use of Electronic Communications Systems

The JPIA provides computers, electronic communications, electronic information, and information technology resources, including the Internet, to its employees to help them do their job. Generally, these resources and property should be used only for business related purposes; however, there are a few exceptions. Limited, occasional, or incidental use of electronic communications for personal use may be permitted under the following circumstances:

- Personal use may not interfere with the productivity of the employee or his/her co-workers;
- Personal use may not involve any prohibited activity described in this Policy;
- Personal use may not disrupt or delay the performance of JPIA business;
- Personal use may not consume JPIA resources or otherwise deplete system resources available for JPIA business purposes;
- Personal use may not be used for personal employee gain or commercial ventures;
- Personal use may not support or advocate non-JPIA-related business purposes; and
- The JPIA's record retention program is regulated by various record retention laws.

## Retention of E-mail

No e-mail messages shall be considered by the JPIA to be retained in the ordinary course of business. However, the content of some e-mail messages could be classified as

a record pursuant to the guidelines established by management and to the following criteria:

- Content required by law to be retained;
- Content which is documentation of notice to a member of the public of an action or position taken on behalf of the JPIA;
- Content which is documentation of a JPIA policy, JPIA regulation, or official decision made on behalf of the JPIA;
- Content which is documentation of a transaction of business between the JPIA and another party; and
- Employees should make themselves familiar with the provisions of the JPIA's Records Retention Policy to determine if an email is required to be maintained as a printed and/or electronic document.

## Access of Another Person's Electronic Communications

Employees may not intercept, eavesdrop on, record, read, alter, retrieve, receive, send, or use another person's Electronic Communications and/or storage without proper authorization. Employees, including system administrators and Supervisors, may not, without authorization, peruse Electronic Communications and/or Electronic Storage of other employees.

## JPIA World Wide Web Site Policies

The external (or public) JPIA World Wide web site and all domains owned and maintained by the JPIA represent a fundamental communication tool for providing critical JPIA information. The goal of the collective web sites is to encourage increased participation in JPIA activities. The internal intranet (The Fountain) web site provides fundamental and critical information to all employees to assist in accomplishing the JPIA's mission. Towards this end, the development and use of the JPIA's sites are guided by the web site policy:

The JPIA's IT Department is responsible for advising departments regarding the creation and implementation of their respective web sites, helping departments to comply with the web policies, and maintaining and securing the web servers and web site.

- The JPIA's web site is for "official use" only. All information disseminated through the web site must be related to the official duties and responsibilities of employees and department.
- The California Public Records Act applies to information processed, sent, and stored on the Internet. Confidential information should not be posted on the



JPIA's external web site. Management must approve all information that is posted on the web site.

- No JPIA employee or official may use any JPIA web site for campaign-related purposes. Such campaign-related purposes include, but are not limited to, the following: statements in support or opposition to any candidate or ballot measure; requests for campaign funds or references to any solicitations of campaign funds; and references to the campaign schedule or activities of any candidate. The JPIA official web site may not be linked to any private web site related to a candidate's campaign for elective office, but it may link directly to the home page of the election-related pages where general election and candidate information can be found.

## Internet

Access to the Internet has been provided to staff members for the benefit of the JPIA and its members. It allows employees to connect to information resources around the world. Every staff member has the responsibility to maintain and enhance the organizations' public image and to use the Internet in a productive manner. Employees accessing the Internet are representing the JPIA. Employees are responsible for seeing that the Internet is used in an effective, ethical, and lawful manner. To ensure that all employees are responsible, productive Internet users and are protecting JPIA's public image, the following guidelines have been established:

### Unacceptable Use of the Internet

All existing JPIA policies apply to employee use of computers, electronic communications, electronic information, and the Internet. This includes policies that deal with misuse of JPIA assets or resources. It is a violation of JPIA policy to use computers, electronic communications, electronic information, or the Internet, in a manner that is: discriminatory, harassing, or obscene; constitutes copyright or trademark infringement; violates software licensing rules; is illegal; or is against JPIA policy. It is also a violation of policy to use computers, electronic communications, electronic information, or the Internet to communicate confidential or sensitive information or trade secrets.

While it is not possible to provide an exhaustive list of every type of inappropriate use of the Internet, all users should be aware that [in](#)appropriate use of the Internet includes, but is not limited to, the following rules:

- Never use an account assigned to another user;
- Never make an unauthorized attempt to enter any computer;
- Never post, send, or provide access to any confidential Employer materials or information;



- Never post or send publications of discriminatory, offensive, harassing, defamatory, or confidential remarks about other employees;
- Never access or send sexually-suggestive material;
- No gambling;
- No trademark, copyright, and licensing stipulation infringements;
- No proprietary and confidential information;
- No solicitation, according to the JPIA's policy;
- No personal sites; and
- No threatening or inappropriate blogs.

## **Communications**

Each employee is responsible for the content of all text, audio, or images that they place or send over the Internet. Fraudulent, harassing, or obscene messages are prohibited. All messages communicated over the Internet should have your name attached. No messages should be transmitted under an assumed name. Employees may not attempt to obscure the origin of any message. Information published on the Internet should not violate or infringe upon the rights of others. No abusive, profane, or offensive language is transmitted through the system.

## **Monitoring of Communications and Passwords**

The JPIA reserves the right to inspect all JPIA property to ensure compliance with its rules and regulations, without notice to the employee and at any time, not necessarily in the employee's presence. JPIA computers and all electronic communications and electronic information are subject to monitoring and no one should expect privacy regarding such use. The JPIA reserves the right to access, review, and monitor electronic files, information, messages, text messages, e-mail, Internet history, browser-based webmail systems, and other digital archives and to access, review, and monitor the use of computers, software, and electronic communications to ensure that no misuse or violation of JPIA policy or any law occurs. E-mail may be monitored by the JPIA and there is no expectation of privacy. Assume that e-mail may be accessed, forwarded, read, or heard by someone other than the intended recipient, even if marked as private."

Employee passwords may be used for purposes of security, but the use of a password does not affect the JPIA's ownership of the electronic information or ability to monitor the information. The JPIA may override an employee's password for any reason.

All passwords created by the user or issued to the user are for the purpose of communication and are not to be shared, given, or otherwise disclosed to any other person. Passwords must not be shared and will be changed periodically by the JPIA

staff to ensure security. All security features contained within the JPIA's Electronic Communications Systems such as passwords, codes, or delete functions will not prevent the JPIA from accessing employees' business or personal Electronic Communications, stored or otherwise, on the Electronic Communications Systems.

### **No Right of Privacy**

The JPIA respects the individual privacy of its employees. However, employee privacy does not extend to the employee's work-related conduct or to the use of JPIA-provided equipment or supplies. Employees should be aware that the terms of this Policy limit their privacy in the workplace.

The JPIA's Electronic Communications Systems, Electronic Communications, and Electronic Storage are the JPIA's property and are intended for JPIA business. All Electronic Communications and Electronic Storage within these systems are the property of the JPIA, regardless of the content, including any personal communications.

The JPIA reserves the right to monitor the Electronic Communications Systems for any reason, including the right to review, audit, and disclose all matters sent over and/or stored in the Electronic Communications Systems.

As a result, employees should be aware that no Electronic Communications transmitted on the Electronic Communications Systems, or Electronic Storage contained within the systems, is private or confidential. Employees should have no expectation of privacy with respect to any use, including storage, business, or personal, of the JPIA's Electronic Communications Systems.

Employees should be aware that Electronic Communications and/or Electronic Storage can be copied, modified, and/or forwarded to others without the express permission of the original author. Therefore, employees must use caution in the storage, transmission, and dissemination of Electronic Communications outside of the JPIA and must comply with all state and federal laws. Electronic Communications and/or Electronic Storage of the JPIA may be recognized as official records in need of protection/retention in accordance with the laws of California. All e-mail and Internet messages are subject to state and federal laws, including but not limited to the California Public Records Act, open meeting laws, and the federal Electronic Communications Privacy Act.

The California Public Records Act (CPRA), Government Code Section 6520, *et seq.* requires the JPIA to make all public records available for inspection and to provide copies upon request. A public record is any writing (which includes electronic documents) related to the conduct of the public's business prepared, owned, used, or retained by the JPIA. The CPRA includes a number of exceptions from the disclosure requirement. Any information on the JPIA's information system may be subject to disclosure under the CPRA. If there is some doubt, the employee should contact ~~his or her department manager~~ [the General Counsel](#) for advice as to whether the information

is public record. All public records must be retained in accordance with the JPIA's Record Retention Policy.

## Social Networking

The JPIA views social networks such as web-based discussion or conversation pages and other forms of social networking such as Facebook, Twitter, You Tube, etc., as significant new forms of public communication. As such, we hold all of our employees who engage in social networking to the same standards we hold for any public communications. Therefore, all employees have an obligation to the JPIA to ensure that any public communication they make, including social networking communications, must not negatively impact the reputation of the JPIA or bring disrepute in any way to the JPIA, its partners, customers, suppliers, etc. Further, only a select group of employees are authorized to publicly speak on behalf the JPIA, per our Media Contact policy. Violations of this policy will result in discipline, which may include termination, depending on the severity of the situation and its impact on the JPIA.

Additionally, engaging in social networking during your workday can negatively impact your productivity and work performance. Therefore, it is your responsibility to regulate your social networking so that it does not impact your productivity or cause performance issues.

Identified below are general guidelines and examples of prohibited communications. Please note that this list contains examples only and is not intended to be, nor is it, an exhaustive list of prohibited communications. **The absence of, or lack of explicit reference to, a specific site does not limit the extent of the application of this policy.** Where no policy or guideline exists, employees should use their professional judgment and take the most prudent action possible. Consult with your manager or supervisor if you are uncertain.

### General Guidelines and Examples of Prohibited Communications:

- You may not use the JPIA's logo on your posts unless given written consent by the CEO.
- Do not link to the JPIA's website or post JPIA material on a social media site without written permission.
- All JPIA policies that regulate off-duty conduct apply to social media activity including, but not limited to, policies related to illegal harassment, code of conduct, non-competition, protecting confidential and/or proprietary information. Violation of this policy may lead to discipline up to and including termination.

## Software

To prevent computer viruses from being transmitted through the system, there will be no unauthorized downloading of any software or applications. All software downloads will be done through the Technology Services staff.

## Mobile Device Policy

JPIA grants its employees the privilege of purchasing and using smartphones and tablets of their choosing at work for their convenience. JPIA reserves the right to revoke this privilege if users do not abide by the policies and procedures outlined below. This policy is intended to protect the security and integrity of JPIA's data and technology infrastructure. Limited exceptions to the policy may occur due to variations in devices and platforms. JPIA employees must agree to the terms and conditions set forth in this policy in order to be able to connect their devices to the company network.

### **Policy and Guidelines for JPIA-Provided Mobile Device**

The following policy and guidelines inform JPIA-provided mobile device users of their allowable usage and features available for business and limited personal use. This document also serves to make clear the responsibility of mobile device users to take proper care of the JPIA furnished equipment entrusted to them. Mobile device care is the responsibility of each mobile device user. Failure to adhere to the guidelines listed below may result in personal liability and/or retraction of device privileges.

#### **JPIA expects mobile-device users to:**

- Protect their JPIA-issued device from theft, damage, abuse, and unauthorized use;
- If the device is lost or stolen, the user will notify the JPIA Help Desk within one hour, or as soon as practical after you notice the device is missing. JPIA IT will lock and disable the device upon notification. A lost or stolen device will be replaced a maximum of three times, pending availability of devices and funding;
- Maintain usage within the plan parameters. If your business use requirements are dramatically different than the standard plan, you must contact the Director of Finance to discuss other available options; Comply with JPIA appropriate use policies when using the device found in Section VIII –Around The Office, C. Electronic Communications Policy;
- Abide by the law governing the use of mobile cell phones and/or smartphones while driving (e.g., hands-off use and/or texting); and
- Purchase any additional mobile device accessories (e.g., holsters, cases, car chargers, screen protectors, Bluetooth headsets, etc.) that the user may desire in addition to the items provided by the JPIA.

#### **Privacy Expectations:**

JPIA employees do not have a right, nor should they have an expectation, of privacy while conducting JPIA business or utilizing a JPIA provided or subsidized device, including accessing the Internet and using e-mail and voice communications. To the extent that employees wish that their private activities remain private, they should avoid using the JPIA provided device for personal use. By acceptance of the JPIA provided or subsidized devices, employees imply their consent to disclosing and/or monitoring of device usage, including the contents of any files or information maintained or passed -through that device. Regardless of the device used, any JPIA business conducted may be subject to being turned over to the JPIA in order to comply with a request under the California Public Records Act.

### **Additional Guidelines:**

- JPIA Director of Finance has complete oversight and management of device usage and expenses.
- The JPIA-provided devices are being provided as a productivity tool for business use. JPIA reserves the right to terminate services for non-use, limited business use, or excessive personal use. The policy for terminating voice and data services for non-usage is 30 days.
- Due to voice plan minute restrictions, employees should opt to use their work landline phone, when at their workstation, to make and receive calls.
- Assistance or support is handled by the JPIA Helpdesk.
- International roaming services may be available on a temporary basis for business travel only. Data rate plans for e-mail and broadband cards are an additional cost to JPIA for mobile device users traveling outside the continental United States. Contact the Director of Finance 30 days prior to travel to request temporary international roaming feature, if you have official JPIA travel plans abroad. Failure to add the international roaming feature could result in cost overages for which the JPIA will not be responsible.
- JPIA reserves the right to recall/disconnect JPIA-provided mobile devices due to budget restrictions or changes to deployment priorities.

Questions related to the above Policy and Guidelines should be directed to your supervisor.

### **Bring Your Own Device (BYOD) – Policy and Rules of Behavior**

This document provides policies, standards, and rules of behavior (ROB) for the use of personally-owned smart phones and/or tablets by JPIA employees (herein referred to as users) to access JPIA network resources. Access to and continued use of network services is granted on condition that each user reads, signs, respects, and follows the JPIA's policies concerning the use of these devices and services.

## **Current Devices Approved for Use:**

- ~~Android Smart Phones & Tablets~~
- ~~Blackberry Smart Phones & Playbook~~
- ~~Windows Mobile iOS~~
- iPhones & iPads

Expectation of Privacy: JPIA will respect the privacy of your personal device and will only request access to the device by technicians to implement security controls, as outlined below, or to respond to legitimate discovery requests arising out of administrative, civil, or criminal proceedings (applicable only if user downloads JPIA email/attachments/documents to their personal device), or legitimate requests under the California Public Records Act.

This differs from policy for JPIA-provided equipment/services, where JPIA employees do not have the right, nor should they have the expectation, of privacy while using JPIA equipment or services. While access to the personal device itself is restricted, JPIA Policy and Rules of Behavior regarding the use/access of JPIA e-mail and other JPIA system/service remains in effect. If there are questions related to compliance with the below security requirements, the user may opt to drop out of the BYOD program versus providing the device to technicians for compliance verification.

Virtual Private Network (VPN) BYOD access is available for senior executives or management and requires approval of the Chief Executive Officer (CEO). Currently this access is only available for Apple iOS iPad devices. Access is not approved for Android devices.

## **Overall Requirements for all BYODs Accessing JPIA Network Services:**

- User will not download or transfer sensitive business data to their personal devices. Sensitive business data is defined as documents or data whose loss, misuse, or unauthorized access can adversely affect the privacy or welfare of an individual (personally identifiable information), the outcome of a charge/complaint/case, proprietary information, or agency financial operations. This excludes JPIA e-mail that is protected through the various security controls listed below;
- User will password protect the device;
- User agrees to maintain the original device operating system and keep the device current with security patches and updates, as released by the manufacturer. The user will not “Jail Break” the device (installing software that allows the user to bypass standard built-in security features and controls);



- User agrees that the device will not be shared with other individuals or family members, due to the business use of the device (potential access to JPIA e-mail, etc.);
- User agrees to delete any sensitive business files that may be inadvertently downloaded and stored on the device through the process of viewing e-mail attachments. JPIA IT will provide instructions for identifying and removing these unintended file downloads. Follow the premise, “When in Doubt, Delete it Out.”

### **Accessing JPIA (e-Mail/Calendar) Services on BYOD**

- If the device is lost or stolen, the user will notify the JPIA Help Desk within one hour, or as soon as practical after you notice the device is missing. JPIA IT will lock the device, and e-mail on the device will be deleted, if possible.
- Users must comply with all JPIA password policies, including use of strong passwords, password expiration, and password history.

### **Backing-Up / Storing documents on Non- JPIA Servers**

- User will not download/transfer sensitive JPIA business data/documents to any non- JPIA device.

### **Use of Virtual Private Network (VPN) to access Network Services**

- Users must have a need to access internal JPIA resources, such as the iVos, Document Management System, NavRisk, Network drives, etc., as required by her/his position and duties.
- Users may only use JPIA approved and configured VPN client software to access JPIA’s VPN.
- Users must comply with all JPIA Password Policies on their device, including use of strong passwords, password expiration (6 months), and password history (3).
- Users will immediately notify IT if the device is lost or stolen, at which point JPIA will lock the device and disable the user’s VPN access.

## **Violations**

Violations of any guidelines listed above may result in disciplinary action up to, and including, termination. If necessary, the JPIA will advise appropriate legal officials of any illegal violations.

## Voice Mail

The phone system is equipped with a very efficient and easy to use voice mail system. You should change your voice mail message greeting ~~daily and also be sure to leave a message~~ if you are going to be out of the office.

## Smoking

In accordance with California State law, the entire building is considered a non-smoking area, including use of e-cigarettes. Employees are prohibited from smoking within 20 feet of the building. ~~An ashtray and smoking area are provided by the handicap walkway in front of the building.~~

## Security

Security is important to everyone. You are asked to not discuss the security of the JPIA premises or services with any individual not employed by the JPIA. Additionally, neither the JPIA nor its insurance carriers take any liability for your personal belongings. You are encouraged to secure personal belongings to the best of your ability.

The building is secured with electronic keypads for access before and after hours. You will be given a confidential code, not to be shared with anyone.

Since the JPIA retains the right to search its property or facilities at any time (including employee-assigned desks, files and computer systems), if you have anything of a private nature that you wish not to be subjected to discovery during such searches, these items should be kept in your briefcase, purse or lunch bag.

## Solicitation and Distribution

Soliciting your co-workers when either of you is on work time being paid for by the JPIA is prohibited, including the use of e-mail. Distribution or posting of pamphlets, leaflets, or any other literature in the JPIA's departments is prohibited except in the employee break room.

## Workers' Compensation Disclaimer Notice

The JPIA or its insurance carrier may not be liable for the payment of workers' compensation benefits for any injury which arises out of your voluntary participation in any off-duty recreational, social, or athletic activity which is not a part of your work-related duties.



## Return-to-Work Program (RTW)

In an effort to minimize serious disability due to on-the-job and off-the-job injuries and illnesses and to reduce workers' compensation costs (if applicable), the JPIA has developed a Return-to-Work program.

This policy is consistent with the JPIA's responsibilities under the Americans with Disabilities Act to provide reasonable accommodations to persons with disabilities.

The intent is that there will be active involvement of the injured/ill worker in the return-to-work process. Managers will assist by directing the ~~injured/ill worker~~ ~~employee~~ to appropriate care and assisting in proper reporting of the injury or illness while maintaining a positive and constant flow of communication with the injured/~~ill~~ worker. They will also assist in arranging work which meets "light duty" restrictions, as needed, to reduce lost time. The JPIA management staff will ~~work~~ collaborate with the workers' compensation carrier (if applicable) and the ~~treating~~ physician ~~to assist with the assessment of the employee's ability to return to work. Together they will actively encourage the treating physician, emphasizing the importance of a timely return to work for the well-being of the injured/ill worker and carefully considering the recommendations provided by the healthcare professional to release the injured worker to work as soon as possible.~~ This collaboration involves obtaining the necessary consent from the injured/ill worker for sharing medical information as required by law.

By this joint effort, the JPIA will help the injured/ill worker recover at a more rapid rate, gain production for wages paid, minimize the ~~injured/ill worker~~ ~~employees'~~ ~~s~~ wage loss, and reduce workers' compensation costs.

## Break Room

The JPIA has a great "kitchen" and "service areas" for your use throughout the workday. It is important that you clean up after yourself. Do not leave any dirty dishes, wipe off the counters, and clean the inside of the microwave if there is any splattering of food during cooking.

- Coffee/Tea/Hot Chocolate: These items are available for your use and convenience, so help yourself.
- Making Coffee: If you find that the coffee pot is running low, please make the next pot of coffee. If you're not sure how to make the coffee, ask someone to help you. When the coffee has been made, throw the grounds in the garbage (not in the sink), rinse the basket, and place it in the drainer for the next person to use.
- Employee Fund Committee: The Committee provides a supply of various food/drink items for purchase. All profits go back to the Committee for staff events.

- Sacramento Bee: The daily paper is delivered to the office and is for everyone's use and convenience. Please leave the papers in the break room and wait until the end of day if you need to cut out an article or coupon.
- Coffee Cup Washing: The dishwasher is run every Friday afternoon. If you would like to have your cup washed, place it in the dishwasher before the end of the day on Fridays.
- Refrigerators: The refrigerators are available for your convenience. However, there are over 40 employees using the refrigerators, so please limit the amount of items you put in them. Also, they will be cleaned out every Friday, so please throw away any old items and take home any dishes, Tupperware, etc. If you have items that you want to keep, please put your name on them.

## Supplies

It is the JPIA's intent to provide you with everything you need to do your job. Basic supplies are kept in the workroom. Any special orders should be placed on special forms provided to each department and approved by your manager and the ~~Director of Human Resources and Administration~~ [Human Resources Manager](#) before submitting it to the receptionist for ordering.

## Leaving The JPIA

### Resignation

When you decide to leave for any reason, your manager, the Chief Executive Officer and/or the ~~Director of Human Resources and Administration~~ [Human Resources Manager](#) would like an opportunity to discuss the resignation with you before final action is taken.

### Termination

As a JPIA employee, you have the status of "employee-at-will," meaning that you have no contractual right, expressed or implied, to remain in the JPIA's employ. The JPIA may terminate your employment, or you may terminate your employment, with or without cause, and with or without notice, at any time. No manager or other representative of the JPIA has the authority to enter into any agreement for employment for any specified period of time, or to make any agreement contrary to the above, with the exception of the Chief Executive Officer.

If you fail to report to work for three consecutive workdays without notice or approval by your manager, the JPIA may consider that you have abandoned your job and your employment may be terminated.

## Employee Exit

Employee agrees that during the time between notification of separation and last day of employment, they will cooperate fully with the JPIA in all matters relating to the winding up of any pending work and the orderly transfer to the other JPIA employees of the accounts for which he has been most recently responsible. Employee further agrees that prior to the expiration of the "Notice Period," they will return to the JPIA all originals and hard copies of literature, correspondence, memoranda, reports, summaries, manuals, proposals, contracts and other documents of any kind which relate in any way to the business of the JPIA including specifically all materials which comprise or refer to the JPIA's Confidential Information.

## Cooperation with Investigations

During employment and after the termination of same, the employee agrees to remain available to the JPIA and its legal counsel, voluntarily upon the JPIA's request and without the necessity of a subpoena or court order, in connection with the JPIA's investigation, preparation, prosecution and/or defense of any actual or potential legal proceeding, regulatory action or internal matter. The employee agrees to cooperate with the JPIA to provide any information reasonably within their recollection and to provide truthful testimony as required. If employee is called upon to provide cooperation after employment has been terminated, the JPIA will reimburse employee for reasonable out of pocket expenses actually incurred under this section or at the JPIA's option and will advance employee's reasonable expenses or incur them directly.

## Property Return Agreement

Upon employment with the JPIA, each employee may complete a Property Return Agreement if they receive any JPIA property. Property includes, but is not limited to, laptops, cell phones, PDAs, equipment, keys, reports, proprietary information, and any other job-related materials. All JPIA property must be returned prior to departure.

## Exit Interview

The ~~Director of Human Resources and Administration~~ [Human Resources Manager](#) is responsible for scheduling an exit interview with you on your last date of employment and for arranging the return of the JPIA's property.

## Benefits

Medical, Dental, and Vision benefits end on the last day of the month of your employment. Life and Disability coverages require “active” employment; therefore, coverage for these two ends on your last day worked.

COBRA notification will be sent directly to your home.

## Final Paycheck

You will receive your final paycheck on the next regularly scheduled pay day or earlier if it is required by law. Unused vacation will be paid and calculated in accordance with the JPIA’s vacation policy.

## CalPERS

You will be notified directly by CalPERS regarding your options.

## Deferred Compensation Plan

If you are enrolled in a deferred compensation program, ~~complete the necessary forms and follow the instructions.~~ You should contact the plan carrier to ensure you completely understand your options.

## Acknowledgment of Receipt of Handbook and At-Will Agreement

After you have read this Handbook and have clarified any issues with your manager, please complete and sign both copies of the following statement. Two copies are provided, one for your records and one for the JPIA's records. Detach one copy and return it to the ~~Director of Human Resources and Administration~~ [Human Resources Manager](#) within five days.

### JPIA Employee Handbook Receipt (employee copy)

I have received my copy of the JPIA's employee Handbook. I understand and agree that it is my responsibility to read and familiarize myself with and follow the policies and procedures contained in the Handbook.

I understand that, except for employment at-will status, any and all policies or practices can be changed at any time by the JPIA. I understand and agree that, other than the Chief Executive Officer of the JPIA, no manager, supervisor or representative of the JPIA has authority to enter into any agreement, expressed or implied, for employment for any specific period of time, or to make any agreement for employment other than at-will; only the Chief Executive Officer has the authority to make any such agreement and then only in writing, signed by the Chief Executive Officer.

My signature below certifies that I understand that the foregoing agreement on at-will status is the sole and entire agreement between the JPIA and me concerning the duration of my employment. It supersedes all prior agreements, understandings, and representations concerning the duration of my employment.

Employee's Signature: \_\_\_\_\_ Date: \_\_\_\_\_

Sign, date, and keep this copy for your records.

## Acknowledgment of Receipt of Handbook and At-Will Agreement

After you have read this Handbook and have clarified any issues with your manager, please complete and sign both copies of the following statement. Two copies are provided, one for your records and one for the JPIA's records. Detach one copy and return it to the ~~Director of Human Resources and Administration~~ [Human Resources Manager](#) within five days.

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I understand that, except for employment at-will status, any and all policies or practices can be changed at any time by the JPIA. I understand and agree that, other than the Chief Executive Officer of the JPIA, no manager, supervisor or representative of the JPIA has authority to enter into any agreement, expressed or implied, for employment for any specific period of time, or to make any agreement for employment other than at-will; only the Chief Executive Officer has the authority to make any such agreement and then only in writing, signed by the Chief Executive Officer.

My signature below certifies that I understand that the foregoing agreement on at-will status is the sole and entire agreement between the JPIA and me concerning the duration of my employment. It supersedes all prior agreements, understandings, and representations concerning the duration of my employment.

Employee's Signature: \_\_\_\_\_ Date: \_\_\_\_\_

Sign, date, and return this copy to the ~~Director of Human Resources and Administration~~ [Human Resources Manager](#).

**ACWA JPIA**  
**Staffing Activities**  
**January 8, 2024**

**BACKGROUND**

The Personnel Committee has asked to be kept up to date on the staff activities.

**CURRENT SITUATION**

Staff activities since the last Committee meeting on September 6, 2023:

- On September 28, 2023, the JPIA celebrated Andy Sells' retirement at the Granite Bay Golf Club from 5:30 pm to 9:00 pm. The celebration for Andy's 33 years of service was well attended and included a wonderful dinner, entertainment (magic show and a surprise guest singer), as well as tributes to Andy from JPIA staff, retirees, and other guests in attendance.
- On October 3, 2023, JPIA hosted a presentation for JPIA staff on Breast Cancer Awareness (a guide for men and women). Guest speaker Diane Pulleyblank led the presentation in the ExCo conference room and via zoom.
- On October 24, 2023, JPIA hosted a presentation on CalPERS 457 for JPIA staff. Darren Wagerman, CalPERS 457 account manager, discussed the general plan overview, including the Roth option, and how fees and investing works.
- On October 31, 2023, the JPIA Social Committee hosted a Halloween Costume Party in the ExCo conference room for JPIA staff. This event included fun activities, lunch and prizes for the best costume and best spooky food. This event was fun and well attended.
- On November 8, 2023, the JPIA Wellness Committee hosted the Fall Feast for JPIA staff. This event was held in the ExCo conference room and included a delicious lunch catered by Bennett's. Several JPIA staff also provided a favorite dish from home to exemplify their culinary skills and share with staff. Employees also enjoyed participating and singing in the karaoke segment of the event.
- On December 8, 2023, the JPIA hosted a Holiday Lunch for JPIA staff and retirees. This event was well attended and was held at Galpão Gaucho Brazilian Steakhouse in Roseville, CA. The food was amazing and staff enjoyed socializing with one another and reuniting with JPIA retirees.
- On December 13, 2023, the JPIA provided holiday treats for staff at the Connection meeting held in the ExCo conference room. JPIA staff were also surprised with a visit from "Santa Claus" and received a gift from the JPIA.

**RECOMMENDATIONS**

None, informational only.

Prepared by: Tony Waterford, HR Manager

Date prepared: December 18, 2023



**ACWA JPIA**  
**Staffing Status**  
**January 8, 2024**

**BACKGROUND**

The Personnel Committee is to be kept apprised of staffing changes and will recommend any new positions for approval by the Executive Committee.

**CURRENT SITUATION**

Staffing changes which have occurred since the last Personnel Committee meeting:

- Cindy Buschmann was promoted to Accountant III effective October 1, 2023.
- On November 13, 2023, CalPERS approved the Retired Annuitant assignment for Andy Sells. The assignment is necessary to fill the critically needed position of Project Manager for the JPIA. Mr. Sells' expertise is needed due to an ongoing Information and Technology project to consolidate data to a Risk Management Information System (RMIS). Approval for this position was granted by the Executive Committee in October.
- On December 8, 2023, Sandra Smith, Employee Benefits Manager, separated employment with the JPIA. Recruitment to fill the Employee Benefits Manager position is in progress.
- On December 14, 2023, an employment offer was accepted by Judy Shiu for the new Senior Claims Adjuster position. Judy's start date is January 22. Approval for this position was granted by the Executive Committee in September.
- The JPIA has created a Litigation Manager position, grade 60, with a pay range of \$148,223 (minimum) to \$222,335 (maximum). Approval for this position was granted by the Executive Committee in September.
- Kayla Villa was selected and began her position as Litigation Manager on January 2, 2024.
- Jillian Sciancalepore was selected for the promotion to Administrative Assistant III (Administration) with a to-be-determined date effective in early 2024, pending the selection, start date, and onboarding for her replacement for the Administrative Assistant II (Workers' Compensation Claims) position. Approval for the Administrative Assistant III (Administration) position was granted by the Executive Committee in September.
- Recruitment to fill the Administrative Assistant II (Workers' Compensation Claims) position is in progress.

- It is anticipated that recruitment will begin in early 2024 for the Cost Estimator position. Approval for this position was granted by the Executive Committee in September.
- In September, approval was granted by the Executive Committee for an additional Administrative Assistant position that would support both the Property/Liability and Workers' Compensation Claims Departments. In light of technological efficiencies currently being explored by those departments, this position may no longer be necessary to fill, at this time; therefore, the recruitment process for this position is on hold.
- An updated organizational chart follows.

**RECOMMENDATIONS**

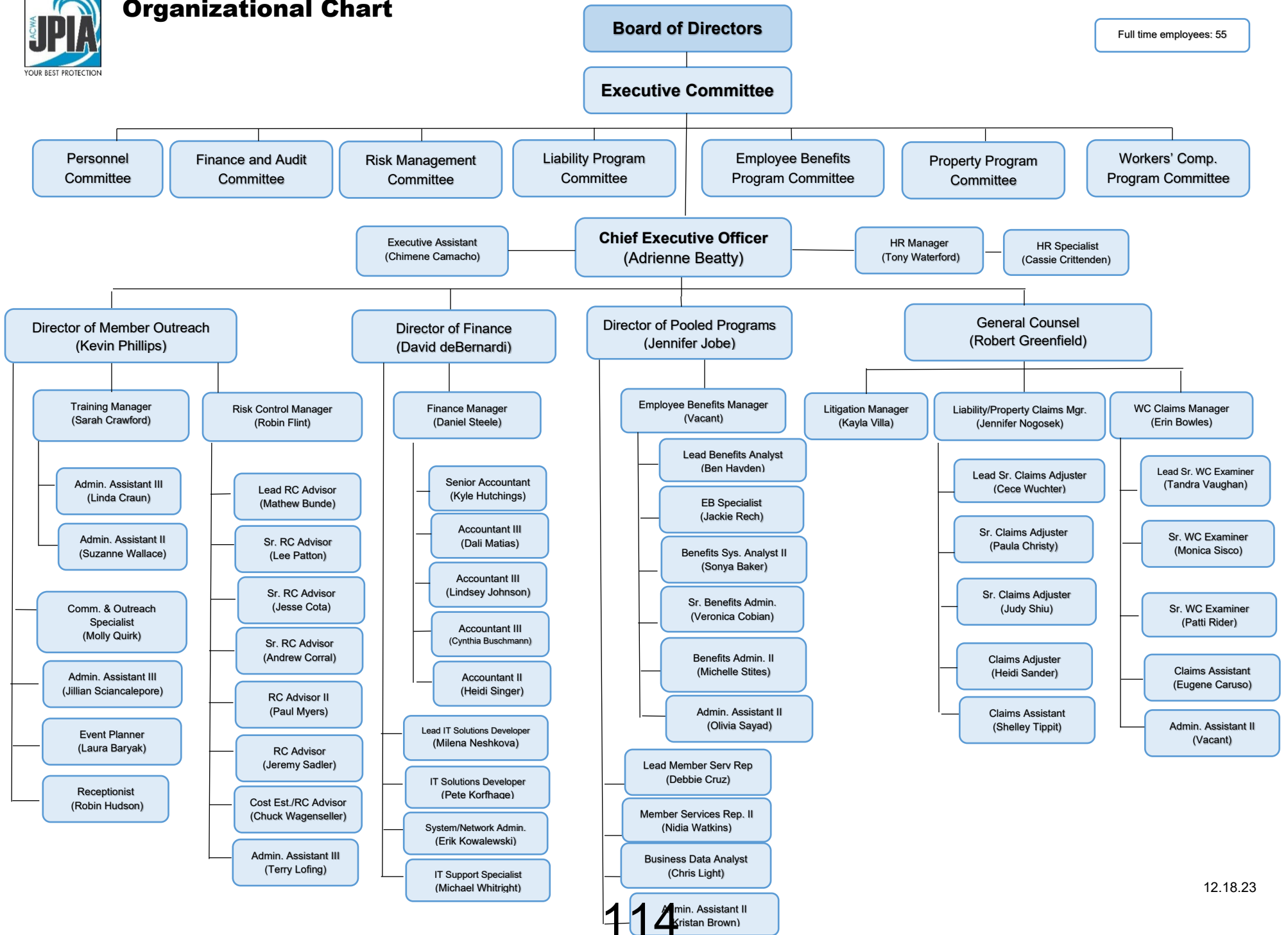
None, information only.



# Organizational Chart

Effective January 8, 2024

Full time employees: 55





# KAYLA C. VILLA, ESQ

SENIOR ATTORNEY

## CONTACT

kayla\_villa@yahoo.com 

(805) 712-2546 

Shingle Springs, CA 

## EDUCATION

Juris Doctorate  
University of the Pacific,  
McGeorge School of Law

2004 - 2007  
Sacramento, CA

Bachelor of Arts  
Political Science, Pre-Law  
Cal Poly  
2001 - 2004  
San Luis Obispo, CA

## TRIALS

*Macklin v. Americrete*  
(products liability)

*Lau v. SSWD*  
(inverse condemnation)

## BAR ADMISSIONS

California Bar #255641  
United States District Court for the  
Eastern District in California  
United States District Court for the  
Northern District in California  
Blue Lake Rancheria Tribal Court

## WORK EXPERIENCE

### Senior Associate

Davies Blakemore LLP  
(formally Donahue Davies LLP)

2013 - current / Folsom, CA

- Represent and manage complex litigation on behalf of public entity clients including inverse condemnation, personal injury, herbicide contamination, dog bites, employment disputes, golf cart roll-overs and dangerous condition of public property. Clients include the ACWA/JPIA, the County of San Luis Obispo, and CalTIP.
- Managed complex claims involving over 100 separate claims for damage arising from aerial applications of herbicides.
- Successfully defended local regional transit authorities by way of dispositive motions
- Manage complex construction defect matters on behalf of subcontractors, including current complex action for claimed dangerous condition/defective design of a concrete slides resulting in over 30 active lawsuits
- Maintain active caseloads of 35-50 cases
- Prepare for client meetings and hearings by creating legal documentation and conducting research
- Take and defend depositions; propound and respond to discovery; trial preparation including jury instructions, motions in limine, special verdict forms and jury questionnaires; motion practice; attending mediations; advising clients; site inspections; and legal research.

### Associate Attorney

Greenfield Law

2010 - 2013 / Roseville, CA

- Represented public entity clients in a various litigated matters including inverse condemnation, personal injury, employment disputes and dangerous condition of public property. Successfully disposed of numerous cases through the use of motions for summary judgment and motions for terminating sanctions. Assisted with handling complex inverse condemnation matter involving over 1500 homes, and various employment related matters.
- Draft client updates, discovery, motions and trial preparations.
- Take and defend depositions; propound and respond to discovery; trial preparation including jury instructions, motions in limine, special verdict forms and jury questionnaires; motion practice; attending mediation; advising clients; site inspections; and legal research.

### Associate Attorney

Porter Scott

2008 - 2010 / Sacramento, CA

- Represented subcontractors in construction defect litigation, and represented private businesses in ADA accessibility litigation.
- Prepared for client meetings, trials, and hearings by creating legal documentation and conducting research
- Take and defend depositions; propound and respond to discovery; trial preparation including jury instructions, motions in limine, special verdict forms and jury questionnaires; motion practice; attending mediations; advising clients; site inspections; and legal research.

## PUIMAN SHIU

### EDUCATION

#### University of California of Davis

Bachelor of Arts, Economics and Bachelor of Arts, History

### WORK EXPERIENCE

#### Liberty Mutual

##### January 1, 2021 to Present – Senior Claims Resolution Specialist III, Bodily Injury (Grade 15)

- Investigates complex coverage issues and liability, evaluates and settles complex personal lines automobile, homeowners bodily injury, personal injury and property damage, Personal Protection Liability's personal injury and property damage claims. This includes trip and fall accidents, landlord and tenant disputes as well as harassment and assault cases.
- Manages a caseload of 145 exposures, including approximately 50 litigated claims with loss reserves up to \$1,500,000 each. The total reserves amount for my caseload is currently at approximately \$17.5 million. Currently, my settlement authority is \$150,000. I present cases above my settlement authority to claims management to discuss our agreed plan of action and execute the plan.
- Handles umbrella policy claims if within the same company and work with excess carriers on the ones where the policyholders have a different carrier for their umbrella policy and vice versa.
- Manages the litigation process directly with Insureds in Small Claims court cases and through the retention of counsel in Superior Court cases. Proactively engages with Counsel to determine strategy for efficient and successful representation of Insureds. Proactively manages the case resolution process and attends Mediations, Arbitrations and Trials in person and via zoom. I have taken 6 superior court cases to trial with 5 being defense verdict results.
- Mentors Grade 14 Claims Specialists with developing their technical skills and best practices.
- Collaborated with others in creating and implementing the Arizona Complex Authorization Signing Program for litigated claims.
- Collaborated others in creating rolling out the AZ UM/UIM Stacking Training.

##### August 2016 to December 2020 – Senior Claims Resolution Specialist II, Bodily Injury (Grade 14)

- Investigated complex coverage issues and liability, evaluated, and settled complex personal lines automobile, homeowners bodily injury and property damage, Personal Protection Liability's personal injury and property damage claims
- Managed a caseload of 140 bodily injury exposures, including approximately 40 litigated claims with loss reserves up to \$650,000.00 each. The total reserves amount for my caseload is currently at approximately \$6.5 million.
- Managed the litigation process directly with Insureds in Small Claims court cases and through the retention of counsel in Superior Court cases. Proactively engages with Counsel to determine strategy for efficient and successful representation of Insureds. Proactively manages the case resolution process and attends Mediations, Arbitrations and Trials in person and via zoom.
- Mentored grade 12 and grade 13 Claims Specialists with developing their technical skills and best practices.
- Collaborated with others in creating and implementing the 2020 IME IMR Decision Scenarios Test and Learn project.

##### December 2012 to August 2016 – Senior Claims Resolution Specialist I, Bodily Injury (Grade 13)

- Investigated complex coverage issues and liability, evaluated, and settled complex personal lines automobile, and homeowners bodily injury and property damage claims
- Managed a caseload of 165-185 bodily injury exposures, including approximately 40 litigated claims with loss reserves up to \$275,000.00 each. The total reserves amount for my caseload was approximately \$2.6 million.
- Managed the litigation process directly with Insureds in Small Claims court cases and through the retention of counsel in Superior Court cases. Proactively engages with Counsel to determine strategy for efficient and successful representation of Insureds. Proactively manages the case resolution process and attends Mediations, Arbitrations and Trials in person.
- Mentored new hires with desktop management best practices and assisted with Peer to Peer exercises.

- I was selected and completed the Pathways to Leadership class which included mentoring of a less experienced Claims Specialist.

### **Mercury Insurance Group – Folsom, CA**

#### **July 2007 to November 2012 – Field Adjuster**

- Investigated, evaluated, and settled complex bodily injury, auto physical damage, and property damage claims with contact made primarily in person
- Prepared briefs and attends small claims court action with the Insured
- Conducted outside field task investigations

#### **January 2006 to June 2007 – Coverage Supervisor**

- Supervised professional staff and oversees the investigation of personal and commercial lines automobile claims and policy specifications
- Increased technical skills and provide feedback and conducts performance reviews of staff
- Responded to Department of Insurance complaints

#### **February 2005 to December 2005 – Coverage Specialist**

- Conducted investigations into personal and commercial lines, claims and policy specifications in order to resolve coverage issues.

#### **August 2004 to February 2005 – Casualty Claims Adjuster**

- Investigated, evaluated, and settled automobile casualty claims.

### **SKILLS/ACCOLADES**

Fluent in Cantonese. Awarded multiple Bravos and Ace Awards including Rocklin's Mentor Award for the Q2 and Q3 of 2016, and Employee of the Month for July 2015. Member of Rocklin's Continuous Improvement Committee from 2013 to 2017. Awarded Casualty-Complex Spotlight on Quality Award in May 2019, Top Performer in Q3 2019, Difference Maker Winner in Q4 2020, Continuous Improvement Award in Q1 2021, One Team Award in Q1 2022, Top Performing Team for Q2 2022, Selected for File of the Diagnostic Event in 2022, , Top Performing Team for Q2 2023

**ACWA JPIA**  
**Salary Schedule**  
**January 8, 2024**

**BACKGROUND**

The Personnel Committee is to be kept apprised of staffing changes and will recommend any salary schedule changes for approval by the Executive Committee.

**CURRENT SITUATION**

The attached Salary Schedule has been updated to include the new Litigation Manager and Project Manager positions. While these positions were approved by the Executive Committee in September and October, respectively, the Salary Schedule was not updated at that time.

**RECOMMENDATIONS**

That the Personnel Committee make a recommendation to the Executive Committee to approve the revised Salary Schedule.



# ACWA JPIA Staff

## Pay Schedule

Revision Date: November 1, 2023

Job Title	Exempt/ Non-Exempt	Grade	Annual Salary Range	
			Minimum	Maximum
Chief Executive Officer	Exempt	85	\$ 274,798	\$ 412,196
General Counsel	Exempt	70	189,738	284,607
Director of Finance	Exempt	68	180,596	270,893
Director of Member Outreach	Exempt	68	180,596	270,893
Director of Pooled Programs	Exempt	68	180,596	270,893
Litigation Manager	Exempt	60	148,223	222,335
Employee Benefits Manager	Exempt	58	141,081	211,621
Finance Manager	Exempt	52	121,654	182,481
Human Resources Manager	Exempt	52	121,654	182,481
Liability and Property Claims Manager	Exempt	52	121,654	182,481
Risk Control Manager	Exempt	52	121,654	182,481
Training Manager	Exempt	52	121,654	182,481
Workers' Compensation Manager	Exempt	52	121,654	182,481
Lead Risk Control Advisor	Exempt	48	110,212	165,318
Senior Risk Control Advisor South	Exempt	45S	110,212	165,318
Cost Estimator Risk Control Advisor	Exempt	45	102,342	153,514
Senior Risk Control Advisor	Exempt	45	102,342	153,514
Lead IT Solution Developer	Non-exempt	45	102,342	153,514
IT Solution Developer	Non-exempt	44	99,847	149,770
Lead Benefits Analyst	Non-exempt	42	95,036	142,553
Lead Member Services Representative	Non-exempt	42	95,036	142,553
Lead Sr. Claims Adjuster	Exempt	42	95,036	142,553
Lead Sr. Workers' Compensation Examiner	Exempt	42	95,036	142,553
Senior Claims Adjuster	Exempt	40	90,456	135,684
Senior Workers' Compensation Examiner	Exempt	40	90,456	135,684
Senior Accountant	Non-exempt	38	86,098	129,147
System/Network Administrator	Non-exempt	38	86,098	129,147
Human Resource Specialist	Non-exempt	38	86,098	129,147
Communication & Outreach Specialist	Non-exempt	38	86,098	129,147
Benefits Specialist	Non-exempt	38	86,098	129,147
Risk Control Advisor II	Non-exempt	38	86,098	129,147
Benefits System Analyst II	Non-exempt	32	74,241	111,362
Risk Control Advisor	Non-exempt	32	74,241	111,362
Claims Adjuster	Non-exempt	32	74,241	111,362
Member Services Representative II	Non-exempt	32	74,241	111,362
Business Data Analyst	Non-exempt	32	74,241	111,362
Executive Assistant	Non-exempt	30	70,664	105,996
IT Support Specialist	Non-exempt	28	67,259	100,889
Senior Benefits Administrator	Non-exempt	28	67,259	100,889
Administrative Assistant III	Non-exempt	24	60,934	91,400
Benefits Administrator II	Non-exempt	24	60,934	91,400
Claims Assistant	Non-exempt	24	60,934	91,400
Accountant III	Non-exempt	22	57,997	86,997
Event Planner	Non-exempt	21	56,582	84,874
Accountant II	Non-exempt	20	55,203	82,804
Administrative Assistant II	Non-exempt	20	55,203	82,804
Receptionist/Office Assistant	Non-exempt	11	44,203	66,303
<b>Retired Annuitants</b>			<b>Hourly</b>	<b>Hourly</b>
Project Manager	Non-exempt	Ret An	75	150

**ACWA JPIA**  
**CEO Evaluation Consultant**  
**January 8, 2024**

**BACKGROUND**

The CEO position transitioned from Walter “Andy” Sells to Adrienne Beatty, effective October 1, 2023. With this transition, the Committee was asked to consider engaging an outside consultant to help guide the Executive Committee through the annual evaluation process of the new CEO over the coming fiscal year.

**CURRENT SITUATION**

In September, the Committee reviewed, and recommended the Executive Committee approve, a proposal from Mary Egan, CEO, MRG, LLC to facilitate the 2023/24 CEO Evaluation process, for \$10,250. Proposal attached. Subsequent to that, a request was made to staff to bring this topic back to this Committee for further discussion.

**RECOMMENDATION**

That the Personnel Committee provide direction to staff regarding Facilitator services for the CEO evaluation process.



August 24, 2023

Adrienne Beatty  
Assistant Executive Officer  
ACWA JPIA  
P.O. Box 619082  
Roseville, CA 95661-9082

*RE: Request to Facilitate the 2023-2024 Chief Executive Officer Performance Evaluation Process*

Dear Ms. Beatty:

First congratulations on your pending appointment. I am very pleased for you and the whole organization. Smooth transitions are rare and extremely important.

Thank you for requesting my assistance with your 2024 annual evaluation process. We submitted a similar proposal last year to establish a process for the Chief Executive Officer to anticipate the transition. Now that you will be assuming that role, Municipal Resource Group, LLC ("MRG") is submitting a similar and updated proposal to assist ACWA JPIA ("Association") in facilitating the 2023-2024 Chief Executive Officer Annual Performance Evaluation next year. I am happy to work with the Executive Committee should they want to review the process to be used and put their own touches on the 2024 effort.

One of the important tasks of elected officials is the annual review of the appointed officials. The results of these evaluations are crucial to organizational success and achieving the Executive Committee's vision and goals.

MRG has extensive experience with Board-appointed position evaluation processes. When conducting an evaluation of the Chief Executive Officer, we seek to communicate in one voice the desires and expectations of the entire elected body. We must spend sufficient time understanding each member's perspective of the appointed official's performance to prepare an evaluation summary that accurately and concisely documents areas of consensus and divergent opinions. The result is an evaluation that permits the elected body and the appointee to know what is going well, areas for further development, and a road map to achieve the desired performance objectives. Please let me know your thoughts on the attached scope of work. We look forward to working with you and the team.

Respectfully submitted,

Mary Egan  
CEO  
MRG, LLC  
[egan@solutions-mrg.com](mailto:egan@solutions-mrg.com)  
916-261-7547

## Introduction:

ACWA JPIA would like support for the first annual evaluation of the new Executive Officer. The Executive Committee should consider establishing goals early in the appointment, allowing the Executive Committee to measure the success of the new Executive Officer and team.

## MRG Facilitator:

Mary Egan oversees this entire practice and provides high-level leadership over every project, including this engagement for ACWA JPIA.

**Mary Egan** (Chief Executive Officer, Principal Consultant) - Mary collaborates with organizations and executive leadership to achieve their full potential. Mary's specialties are facilitating performance evaluations and organizational analysis and coaching employers to address deficiencies and maximize their impact. She is a certified professional executive coach and uses these skills to help clients increase their level of performance and identify potential limiting blind spots. She also advises clients regarding employment-related risk mitigation, strategic planning, and interest-based.



## MRG Approach to ACWA JPIA Performance Evaluation Processes:

- *KICK OFF - Introduction to our evaluation process*, including a call with the Executive Committee Chair to review the process, highlight key dates, and communicate expectations of the Executive Committee, new Executive Officer, and MRG facilitator. In this introductory meeting, we address logistics related to the process and what the Executive Committee and Executive Officer would like to include. The kick-off will also determine if the Executive Committee wants Mary Egan to serve as the intermediary between the Chief Executive Officer and the Executive Committee on salary and contract discussions.
- *MODIFY PROCSES - Customize process to reflect the needs of the Executive Committee:* We will work with the Association in preparing the questionnaire for interviews with individual Committee Members.
- *IF DESIRED – OPTIONAL SURVEY ORGANIZATIONAL LEADERSHIP Create and Conduct a 360-degree evaluation questionnaire* to solicit feedback from the Department Heads for the Executive Officer's consideration. Agencies differ in how they use this process; several use it for the edification of the Chief Executive, and others include it as an element of the process.
- *WORK WITH EXECUTIVE OFFICER TO PREPARE SELF-EVALUATION - Secure a comprehensive self-evaluation document* from Executive Officer; to gather her estimation of progress on established goals and performance objectives. We are happy to provide examples and suggestions on communicating progress on Committee developed goals. This self-evaluation is shared with the Executive Committee to prepare for the evaluation conversations.
- *INTERVIEWS WITH EXECUTIVE COMMITTEE - Interview each Committee Member individually*, via teleconference or video conference in a manner that meets their time

requirements to gather insight and input, including goals from each of the nine Committee Members.

- *DRAFT DOCUMENT FOR REVIEW BY COMMITTEE - Develop the comprehensive draft summary* including the perspectives of all members, integrated into common “themes” and goals that give consistent feedback and speak with one voice where possible. This could include review with the Executive Committee in advance of the Closed Session to gain perspective and feedback.
- *FINALIZE DRAFT – GAIN CONCENSUS OF EXECUTIVE COMMITTEE ON DIRECTION FOR NEXT YEAR – SET GOALS - Review and gain consensus on draft evaluation and goals* in Closed Session with Executive Committee – clarify what is going well, areas for further development, and a road map to achieve the desired performance objectives.
- *FINALIZE DOCUMENTATION - Finalize and deliver evaluation summary and address process issues, as necessary.* Meet with appointed officials to assist them in developing an action plan to meet the Executive Committee-identified expectations.

The evaluation process typically takes 6-8 weeks to complete, primarily due to scheduling challenges with an Executive Committee of nine members. The timeline is subject to the availability of the Committee for a closed session, individual interviews, and the availability of the relevant documents by the Association.

#### Experience:

MRG enjoys a long-standing relationship with ACWA JPIA, and we appreciate the opportunity to continue working together. MRG has extensive experience with Committee-appointed position evaluation processes. When conducting an evaluation of the appointed official, we seek to communicate in one voice the desires and expectations of the entire elected body. As such, we will work closely with the ACWA JPIA Executive Committee to accurately and concisely document areas of consensus and divergent opinions. The result is an evaluation that permits the elected body and the appointee to know what is going well, areas for further development, and established goals to achieve the desired performance objectives.

#### Investment in this process:

The professional fee for conducting the scope of services listed in this response is a fixed fee of \$10,250 for the Chief Executive Officer evaluation and 360-degree feedback survey (assuming 5-6 Executive team members), which is anticipated to include one closed session with the full Executive Committee.

If the Association elects to have salary negotiation services as an element of this process, the fixed fee is an additional \$1,500.

Any additional work not contemplated in this proposal will be billed at \$300 per hour and will begin only after agreed upon between the Association and MRG.

#### MRG’s Consulting Philosophy

As a consulting firm, MRG brings talented consultants to assignments to meet clients' needs. MRG differentiates its work based on the following principles:

**Trusted Advisors**

MRG prides itself on building long-term relationships with clients who turn to MRG for guidance and expertise. We work as “trusted advisors,” working directly with the leadership of organizations to help them manage their complex organizations and adjust to the change constantly knocking on the door.

**Commitment to Public Service**

We have also chosen to focus our work on local, regional & state agencies that are delivering public service to communities. We understand that our client’s work is important and impactful – and our goal is to help organizations do that work with more grace and better effectiveness and efficiency.

**Partnership for Impact**

As seasoned executive leaders, we are interested in providing reality-based action plans, instead of lengthy reports that sit on a shelf. MRG works in a consultative partnership directly with management for organizational impact to occur. We see our role as true partners with the leadership team to work productively to help you find solutions for actionable impact in your organization.

**Team of Management Practitioners + Executive Leadership Coach**

Today’s organizations require a robust understanding of people and teams, plus talented management, and leadership. The key to an organization’s success is integrating control, which creates value (efficiency, effectiveness, empowerment), and leadership, which inspires change and a collective vision. By bringing a consultant team with management plus leadership coaching expertise, MRG can deliver tools, perspectives, and paradigms for the continued growth and support of an organization’s leadership team.

**Strategic Organizational Development**

Organizations are complex, multi-faceted organisms that take time and strategy to develop and shape. While employees are focused on delivering services, “care and feeding” of the organization, structure, and systems need to be done to support the workforce, mold culture, and deliver services/mission. MRG brings deep organizational development and human resources experience to help organizations invest in their operations’ strategic, hands-on development.



**ACWA JPIA**  
**CEO Coaching/Leadership Support**  
**January 8, 2024**

**BACKGROUND**

The CEO position transitioned from Walter “Andy” Sells to Adrienne Beatty, effective October 1, 2023. With this transition, the Committee was asked to consider whether they wished to recommend the Executive Committee engage a consultant to provide coaching and leadership support to the new CEO over the coming fiscal year. A proposal from Mary Egan, CEO, MRG, LLC, who was selected to provide facilitation services for the annual CEO evaluation process, was presented. While that proposal was recommended to the Executive Committee for consideration, the Committee identified a potential conflict of interest for the same consultant to provide both CEO evaluation, and CEO coaching and leadership support, services. As such the Committee requested staff identify alternative options to consider at a future meeting.

**CURRENT SITUATION**

Staff has brought forward two options for CEO coaching and leadership support services for Committee consideration: Andy Sells, former CEO, and Clint Camac, President, Leadership Development Network and current Facilitator of the JPIA Leadership Program.

With regard to Mr. Sells, staff will update the Committee at the meeting on discussions held between Ms. Beatty and Mr. Sells regarding his support.

With regard to Mr. Camac, the Committee may recall, Mr. Camac has been providing consultative services to the JPIA for the past seven years as the Facilitator of JPIA’s Leadership Program. Attached is a proposal provided by Mr. Camac. The proposal provides for a continuation of the methodology implemented in the Leadership Program. Ms. Beatty recently graduated from the Program in October.

The cost for Mr. Sells to provide executive coaching and leadership support is \$100 per hour, as per the approved hourly rate for Mr. Sells’ retired annuitant agreement. The proposed cost for executive coaching and leadership support from Mr. Camac is \$220 per hour.

**RECOMMENDATION**

That the Personnel Committee provide direction to staff regarding CEO coaching and leadership support services.



# Proposal

Prepared For

**ACWA JPIA**

November 11, 2023

Submitted By

**Leadership Development Network (LDN)**

**Executive Coaching Program**

## Opportunity

To provide Executive Coaching for the ACWA JPIA Chief Executive Officer (Adrienne).

## Overall Objective

To help Adrienne continue to hone her leadership skills and abilities respective to her position as CEO.

## Deliverables

Specific work to be performed by LDN includes:

- Develop **Coaching Objectives**. LDN will develop coaching objectives based on the specific growth and development areas identified by the Executive Committee.
- Develop and implement an **Individualized Coaching Program (ICP)**. LDN will design, develop, and implement an individualized coaching program for Adrienne that includes select activities, assessment tools, and other materials as needed to achieve the coaching objectives. Examples are face-to-face sessions, virtual/telephone sessions, experiential assignments, back-at-work actions, personal self-assessment tools, reading books, handouts, etc.
- Develop and implement a **Coaching Schedule**: LDN will design, develop, and implement a coaching schedule to best achieve the coaching objectives. The schedule represents the structure in terms of start/end dates, timeline, activity sequence, etc.
- Develop and implement a **Reporting Process**. LDN will implement a process to document Adrienne's progress and, if requested, report it to the Executive Committee.

## Method of Implementation

The preferred method of delivery is hourly, in-person coaching sessions. However, based on convenience delivery can be virtual.

## Common Areas for Growth and Development

As stated above, LDN will develop the coaching objectives based on the specific growth and developmental areas identified by the Executive Committee. To assist in this effort, we offer the following common areas for consideration:

## **Personal Leadership**

Objective: Help Adrienne continue to hone her personal, one-to-one leadership skills and abilities.

Activities: Using DiSC theory and the 8 Dimensions of Leadership, help Adrienne identify her primary personal leadership style, priorities, tendencies, habits, strengths, and challenges—and the influence her leadership style has on others. Review and discuss the qualities of her leadership style and tendencies, to include how her style and tendencies may either help or hinder her ability to lead in her current role as CEO. Identify what other leadership tendencies Adrienne could apply to help enhance her personal leadership. Additionally, help Adrienne develop the knowledge, skills, and abilities to lead in today's virtual/hybrid/remote workplace. Develop an action plan for implementation.

## **Team Leadership**

Objective: Help Adrienne continue to hone her team leadership skills and abilities.

Activities: Using the Five Behaviors of a Cohesive Team model, help Adrienne continue to hone her skills and abilities to build and lead a highly cohesive executive team. Additionally, using the Working Genius model, help Adrienne identify which aspects of her CEO role and responsibilities align with her strengths or frustrations; and identify what she can do to amplify her strengths and manage around her frustrations. Furthermore, help Adrienne apply the theories of the Working Genius model to build and lead a strengths-based executive team. Develop an action for implementation.

## **Strategic Leadership**

Objective: Help Adrienne continue to hone her strategic leadership skills and abilities.

Using the Work of Leaders VAE model, help Adrienne hone her skills and abilities to succeed at one of the most important aspects of her role and responsibilities as CEO, i.e., craft a strategic vision, build alignment around that vision, and champion execution to ensure the vision becomes a reality. Using a personalized assessment tool, help Adrienne identify how she naturally comes to strategic leadership and what she can do to successfully apply the best practices for strategic leadership. Develop an action for implementation.

## **Fees**

The cost for delivering this Executive Coaching Program is at a rate of **\$220.00** per hour. This fee includes all equipment, assessments, tools, books, and materials. Travel costs will be added if incurred.

*Note: LDN can provide a total estimate of fees once the specific growth and development areas have been identified.*

## About Me

I am currently President of the Leadership Development Network (LDN), a 27-year company that provides leadership development services to both public and private organizations across the nation.

I am also a 27-year military veteran who throughout most of my career advised military generals on the leadership training and development of thousands of military service members.

I have more than 40 years experience as a leader at all levels; and more than 25 years experience as a leadership developer and executive coach. For the past 10 years, I've worked closely with CEOs and executive team members to help them hone their leadership skills and abilities.

I currently reside in El Dorado Hills, California.

## Point of Contact

Clint Camac • LDN President • 916-402-7655 • [ccamac.ldn@gmail.com](mailto:ccamac.ldn@gmail.com)

**ACWA JPIA**  
**CEO Update**  
**January 8, 2024**

**BACKGROUND**

The CEO update is a standing item on Personnel Committee agendas.

**CURRENT SITUATION**

The JPIA's Chief Executive Officer will update the Personnel Committee on relevant, current issues and potential, future opportunities and challenges.

**RECOMMENDATION**

None, informational only.

# ACWA JPIA MEETINGS & CONFERENCE CALENDAR – 2024

MEETING DATES	BOARD OF DIRECTORS	EXECUTIVE	PERSONNEL	FINANCE & AUDIT	PROGRAMS				RISK MGMT	CWIF
					Emp. Benefits	Liability	Property	Work Comp		
JAN 8			10:00 AM ZOOM							
JAN 17								1:00 PM		
JAN 18		8:00 AM								
<b>JANUARY 29-30- STRATEGIC PLANNING SESSION - SAN DIEGO</b>										
MAR 20				1:00 PM		10:30 AM	3:00 PM			
MAR 21		8:30 AM								
MAY 6	1:00 PM	10:00 AM			8:30 AM					
<b>MAY 7-9 ACWA SPRING CONFERENCE – SACRAMENTO</b>										
MAY 31									9:00 AM UTAH	
JUNE 3			11:00 AM							
JUNE 20							3:00 PM	1:00 PM		
JUNE 21		8:00 AM							11:00 AM	
JULY 31		1:00 PM			9:30 AM					
SEPT 4			10:00 AM							
SEPT 25				1:00 PM		3:00 PM				
SEPT 26		8:00 AM							11:00 AM	
OCT 16		1:00 PM								
DEC 2	1:00 PM	10:00 AM							8:30 AM	
<b>DECEMBER 3-5 ACWA FALL CONFERENCE – PALM DESERT</b>										

- AGRiP Governance Conference, Nashville, TN – March 3-6, 2024
- CICA Conference, Scottsdale, AZ – March 10-12, 2024
- CAJPA Conference, Lake Tahoe – September 10-13, 2024