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## PERSONNEL COMMITTEE MEETING

### AGENDA

2100 Professional Drive  
Roseville CA 95661  
916-786-5742  
Via Zoom

Join Zoom Meeting

<https://us02web.zoom.us/j/82406833362?pwd=ZGRSblBpb0hjcitZcjJ3dFZrUmlkUT09>

Meeting ID: 824 0683 3362  
Passcode: 255739

**Tuesday, July 28, 2020, 9:00 AM**

### **WELCOME**

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

### **EVACUATION PROCEDURES**

**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 Chairman know.

### **INTRODUCTIONS**

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

#### Presenter

- |          |        |  |
|----------|--------|--|
| Sells    | * I.   | Review staffing status.                      |
| Slaven   | * II.  | Discuss CEO Appraisal.                       |
| Slaven   | * III. | Review staffing activities.                  |
| Gladbach | * IV.  | Discuss next meeting date – October 7, 2020. |

Presenter

## **ADJOURN**

\*Related items enclosed.

***Americans With Disabilities Act*** – *The ACWA JPIA conforms to the protections and prohibitions contained in Section 202 of the Americans with Disabilities Act of 1990 and the Federal Rules and Regulations adopted in implementation thereof. A request for disability-related modification or accommodation, in order to participate in a public meeting of the ACWA JPIA, shall be made to: Patricia Slaven, Director of Human Resources and Administration, ACWA JPIA, P.O. Box 619082, Roseville, CA 95661-9082; telephone (916) 786-5742. ACWA JPIA's normal business hours are Monday – Friday, 7:30 a.m. to 4:30 p.m. (Government Code Section 54954.2, subdivision. (a)(1).)*

*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*

**Personnel Committee Meeting**  
Ontario Gateway Hotel  
2200 E. Holt Boulevard  
Ontario, CA 91761  
(909) 975-5000

January 15, 2020

### **MEMBERS PRESENT**

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Chairman: E.G. "Jerry" Gladbach, Santa Clarita Valley Water Agency  
Vice-chair: Thomas Cuquet, South Sutter Water District  
Melody A. McDonald, San Bernardino Valley Water Conservation District

### **MEMBERS ABSENT**

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None.

### **STAFF PRESENT**

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Chief Executive Officer/Secretary: Walter "Andy" Sells  
Patricia Slaven, Director of Human Resources and Administration

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

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Chairman Gladbach called the meeting to order at 10:47 AM.

### **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.

### **APPROVAL OF MINUTES**

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Chairman Gladbach called for approval of the minutes of the October 2, 2019 meeting.

M/S/C (Cuquet/McDonald) (Cuquet-Yes; McDonald-Yes; Gladbach-Yes):  
That the Personnel Committee approve the minutes of the October 2, 2019 meeting, as presented.

### **REVIEW OF 2019-2020 GOALS AND OBJECTIVES**

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Mr. Sells reviewed JPIA's 2019-2020 Goals and Objectives, and provided a progress report.

## **STAFFING STATUS**

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Ms. Slaven reported on staffing changes that have occurred since the last Personnel Committee meeting: New Hire, Shelley Tippit - Accountant II; Promotions - Sonya Baker - Benefits System Analyst II, Milena Neshkova - Lead IT Solutions Developer, Terry Lofing – Administrative Assistant III, and Dan Steele - Finance Manager. Other changes: Dianna Sutton transitioned to Special Projects Manager and Cece Reynolds retired on December 16 after nine years with the JPIA. Recruitment efforts for the part-time Member Services Rep II and Senior Accountant positions are underway.

## **EMPLOYEE ENGAGEMENT SURVEY RESULTS**

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Ms. Slaven presented the results of the employee survey conducted in October of last year. Overall, results were positive with the majority of the staff fully engaged. However, the survey also highlighted areas for improvement that the JPIA takes seriously. A special committee will be convened to review and offer ideas to improve in the areas needing improvement.

## **JPIA AND CUEMA PARTNERSHIP**

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Ms. Slaven stated that the California Utility Executive Management Association (CUEMA) board has decided that they can no longer maintain the organization and has approached the JPIA to determine if some assistance could be had to continue their mission. Discussions began in December 2019 and it was decided that JPIA will partner with CUEMA in coordinating the events in 2020, and ultimately take over the complete management of these events. This will allow JPIA to offer continuing professional development to current and next leaders in the water industry while also continuing the CUEMA mission.

## **STRATEGIC PLANNING SESSION**

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Mr. Sells reviewed the list of potential topics to discuss at the Strategic Planning Session on March 4-6, 2020 in Palm Desert and asked for input from the Committee.

## **STAFFING ACTIVITIES**

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Ms. Slaven reported on the events and activities that have transpired since the last Personnel Committee meeting on October 2, 2019. Highlights included: Training Conference in October; Leadership Essentials participants; Staff Thanksgiving lunch; JPIA's participation in the Salvation Army's Angel Tree project; and staff holiday lunch at La Provence.

## **NEXT MEETING DATE**

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The next Personnel Committee meeting will be on June 2, 2020.

The Personnel Committee meeting adjourned at 12:50 p.m.

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E.G. "Jerry" Gladbach, President

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Walter "Andy" Sells, Secretary

# ACWA JPIA

## Executive Committee Appraisal of Chief Executive Officer

CEO Name: Walter 'Andy' Sells

Date: Aug 2019

Evaluation Period: October 1, 2018 – September 30, 2019

### RATING SCALE:

Rating Options	Definition
<b>5 = Outstanding</b>	Performance and results achieved always exceed the standards and expectations for the position requirements, performance standards and long and short-term objectives.
<b>4 = Exceeds Standards</b>	Performance and results achieved consistently exceed the standards and expectations for the position requirements, performance standards and long and short-term objectives.
<b>3 = Meets Standards</b>	Performance and results achieved generally meet the standards and expectations for the position requirements, performance standards and long and short-term objectives.
<b>2 = Below Standards</b>	Performance and results achieved generally do not meet the standards and expectations for the position requirements, performance standards and long and short-term objectives.
<b>1 = Unsatisfactory</b>	Performance and results achieved consistently do not meet the standards and expectations for the position requirements, performance standards and long and short-term objectives.
<b>N = Not Observed</b>	The rater has not had the opportunity to observe the manager's performance adequately to rate this performance dimension.

### Rating of Accomplishment of CEO 2018/2019 Key Objectives

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1. Attend/participate in at least one professional development program.

Rating: 4.97

#### CEO Comments:

*Recently attended and presented at the Aon Risk Pooling Symposium. I attended the CAJPA Board of Directors strategic planning session in May and will be attending the CUEMA Leadership summit in September.*

### **Executive Committee Comments:**

- Networking and professional development engagement enhance leadership skills, and elevates ACWA-JPIA's presence...thank you for always wanting more.
- Andy appears to be always improving and sharpening his professional development. It is a great investment in one's self to keep growing
- Andy appears to place a priority upon keeping up to date and exceeds management standards throughout the industry.
- Andy continues to network and expose himself to contemporary ideas and professionals. He never stops learning and it is reflected in his management and policy skills.
- It's great to go outside of our organization to collect new ideas.
- This item was well done

## **2. Complete process of identifying and implementing Core Values with the management team.**

Rating: 4.33

### **CEO Comments:**

*We have completed the initial project and have identified and defined staff's core values. We have reviewed and discussed the values with all of the employees and are identifying ways to implement and demonstrate the application of the Core Values.*

### **Executive Committee Comments:**

- Thank you for coordinating this effort with the management team....critical component of ACWA-JPIA's continued growth in membership.
- This is no small task to take on and complete. It is extremely important to have everyone included.
- A prioritization of JPIAs adoption and implementation of core values is admirable.
- This was a lot of effort and well done so far, it will be great when completed.
- This is a difficult but very necessary process. It requires an investment of time which is money. The values are there this is just writing it down for all to see. Great Job.

## **3. Personally visit at least three of our newest members.**

Rating: 4.89

### **CEO comments:**

*In addition to refund check deliveries. I have met with several agencies at their location. Visits include, Monte Vista WD, Vista ID, Kinneloa ID, Citrus Heights WD, Helix WD and others. Those that I talked to view the JPIA as a partner and feel we are here for them. The most requested additional service was Board Member training. On improving the relationship, most felt more one-on-one time would be valuable.*

### **Executive Committee comments:**

- Thank you, Andy....outreach with members brings positive results in many arenas.
- I was astonished at how many member agencies Andy was able to go to personally.
- Andy's efforts with JPIA membership is a key part of the JPIA's success and growth over the years.
- Great job.

- A lot of positive comments from members about the visits.
- Andy keeps his hand of the pulse of the membership. Visiting new members is an important part of the process and Andy takes time from a busy schedule to do it well.

**Total Average 2018/2019 Key Objectives**

**Rating: 4.73**

## **Ratings of Criteria for Chief Executive Officer Position**

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### **1. Communication**

**Rating: 4.83**

- Follows rule of no surprises
- Expresses ideas clearly and effectively
- Accepts and offers innovative solutions
- Actively listens
- Deals fairly and equitably with the Executive Committee
- Responsive to Executive Committee requests
- Articulates complex ideas and concepts to others

#### **CEO Comments:**

*The communication process for myself and the entire staff continue to improve. I believe as an organization our communication is very good. I believe my communication style is open and encouraging.*

#### **Executive Committee Comments:**

- Andy's style of communication welcomes dialogue, and respectfully educates all levels of knowledge.
- I agree with the CEO's summary of comments.
- The CEO's comments are right on, I have nothing to add.
- As a member I feel well informed and included.

### **2. Leadership**

**Rating: 5.00**

- Gains the respect, confidence, loyalty, and support of others
- Promotes positive personal, professional and organizational image
- Articulates and implements the JPIA's vision and ensures consistent application across the organization
- Visionary – demonstrates a broad and far-reaching perspective; sees and communicates the big picture

- Uses good judgement, reads a situation accurately and acts appropriately
- Develops effective management team.
- Andy leads in every way. He is sought out for his advice.

#### **CEO Comments:**

*Leadership is ever evolving and changing, I believe my skills as a leader continue to improve. Leadership is a function of the entire JPIA team - myself, the directors, managers and the Executive Committee. This year David deBernardi and Karen Thesing will participate in our Leadership Training program. Additionally, members of the Executive Committee participating in CAJPA and other training events all contribute to our evolving and improving leadership.*

#### **Executive Committee Comments:**

- Andy is all of these and brings along others with him. Every member of the organization is in fact the face of the organization.
- Andy is a respected and experienced leader within and outside the walls of ACWA-JPIA.
- I admire the fact that Andy encourages Executive Committee members and others to interact directly with JPIA staff openly and freely rather than through the CEO. That is a sign of confidence in your management and other staff that makes too many CEOs nervous and defensive.
- Andy is doing a great job of leading, I always respect one when they realize that there can always be improvement.
- The key element of organization culture and strength of purpose is leadership. Andy gets high ratings in this area.
- Andy leads in every way. He is sought out for his advice.

### **3. Management Controls**

Rating: **4.78**

- Maintains financial management and cost containment
- Applies principles of employee selection, training, development and evaluation
- Optimizes productivity with financial resources
- Identifies and becomes appropriately involved in conflict resolution
- Maximizes staff and material resources to increase efficiency
- Adapts to changing circumstances
- Displays originality and resourcefulness
- Develops plans for succession, emergencies, and necessary staffing

#### **CEO Comments:**

*The JPIA management team is a testament to the organization's ability to adapt and achieve. We effectively manage our financial and human resources very well. It's not so much controls as it is setting expectations and keeping lines of communication open.*

#### **Executive Committee Comments:**

- Andy has an exceptional management team that is very professional and a delight to work with.



- Andy is handling this well. With so many exiting, mostly in retirement, it is important our mission continues without interruption.
- Andy is to be applauded for setting expectations, and keeping accountability a top priority for staff.
- Another area well done and keeps on doing great. It is always great when an organization ends the year within budget.
- Andy just continues to do a excellent job in this area. He comes with great financial skills through experience. He also has great personnel management skills which deal with problems and maintains optimum productivity. Everyone has a good time, too.

#### 4. Decision Making/Problem Solving

Rating: **4.94**

- Makes inferences or draws conclusions from relevant information using logic and analysis
- Assessment of risk and uncertainty, and analysis to the likelihood of outcomes
- Collaboration, communication, cooperative learning, negotiation, and active listening needed for effective group decision making

##### **CEO Comments:**

*Decision making and problem solving is a collaborative process at the JPIA from the top to the bottom. I believe this process helps the JPIA excel in all areas. It may not be perfect, but the process is well thought out and the execution is always intended to help/benefit the members and staff.*

##### **Executive Committee Comments:**

- Andy's analytical side, along with his willingness to explore new opportunities, are strong attributes and are truly appreciated.
- Andy does this very well.
- Andy is open to input from members, staff and leadership. His style leads to a successful and competent organization.
- The process of decision making and problem solving is tops, well thought out, researched and then a decision is made.
- I could be wrong but I think Andy takes problems on head on. He may not solve them alone but is always moving for a solution which will benefit our members and the long term integrity of the JPIA.

#### 5. Financial Management

Rating: **4.89**

- Maintains financial management and cost containment
- Prepares accurate budget and keeps expenditures within the budget
- Effectively administers the JPIA budget
- Keeps Executive Committee informed about the fiscal impact of policy decisions

- Employs management practices and policies that are designed to achieve and maintain a sound, long-range financial condition

#### **CEO Comments:**

*Financial management is a strength for the JPIA and I believe my knowledge of the financial workings and interpretation of the information is very good. The creation of the Captive is an example of our continued commitment to maintain and enhance the financial strength of the JPIA. I am working to share the knowledge in order to build our bench strength.*

#### **Executive Committee Comments:**

- Very good.
- Captive will keep ACWA JPIA financially strong and active. Thank you for leading outside the box.
- Andy's financial background helps him successfully run the operation. He is open about everything financial with Executive Committee, whether good news or bad news. That builds trust in the organization.
- Forming Captive CWIF was and is innovative and outside the box, where no man has gone before, we can do this successfully, concept now created entity. I am excited to see where it will go and believe our membership will benefit greatly for years to come.
- It is always great when an agency comes within budget at the end of the year, and when an item is discussed that there is information given on the impact on the budget. Andy is a perfect man for this job because of his financial background and his knowledge of the insurance business.
- Always gets positive feedback from auditors and peers.
- JPIA has won awards for financial management and has set up financial systems which protect both the members and the Authority. It is great to serve on a governing board when you have confidence in proven financial integrity.

### **6. Professional Competence**

**Rating: 4.94**

- Understands complex technical information
- Holds own on discussion with peers, members and Executive Committee on policy issues
- Has solid understanding of the water and insurance pooling industry

#### **CEO Comments:**

*My knowledge of the pooling/insurance industry continues to grow as I interact with my peers locally and nationally. The knowledge gained is used to help the JPIA continue to evolve as an industry leader. Additionally, I believe much of the pooling industry looks to the JPIA as a leader. Making presentations nationally is an example of our influence in the Pooling industry.*

#### **Executive Committee Comments:**

- Andy's presence and leadership throughout the pooling/insurance industry is respected and appreciated regionally and nationally.
- We grow when we help others grow.
- Andy is a recognized leader in the industry.

- Andy is awesome, what more can I say.
- Andy has extraordinary skills, in breadth and depth.
- He excels in competence and reputation.

## 7. Member Service

Rating: **4.94**

- Responds in a timely manner to requests and complaints
- Serves members with impartiality and fairness at all times
- Maintains effective relationships with member agencies
- Encourages and holds employees accountable for high standards and customer service

### CEO Comments:

*Member service will always be a top priority, both internally and externally. Service is so important it is one of our Core Values. It is a big part of what defines us as an organization and what makes us successful overall.*

### Executive Committee Comments:

- Andy's willingness to address matters one-on-one, with staff or member agencies, is testament to his strong leadership abilities, and belief in accountability.
- Andy's approach to member services is a benefit to JPIA and a driver for ACWA membership.
- Being there for our members and giving extraordinary customer service is why we exist. They are our customers too.
- I agree that member service is not only a top priority but is carried out as I can attest to from all of the compliments that I receive from members about how great a job the staff did for them.
- Especially in delegating both authority and responsibility to get the job done faster for our members.
- As a governing board member who is elected you know soon when members are not getting the service they need. As has been said before by others, we are seen as a partner in dealing with member issues. Service is a core value of this organization from the top down and Andy leads the way.

**Total Average of Criteria**

Rating: **4.90**

**OVERALL RATING (Key Objectives and Criteria):**

Rating: **4.82**

## Overall Accomplishments & Suggested Improvements

### **List 3-5 noteworthy items things CEO accomplished during FY 2018/2019:**

#### **CEO Comments:**

- *The process to inform and create the Captive was a big accomplishment. The Captive should be an excellent resource for the JPIA for many years.*
- *Outreach to our members through the refund check presentations was excellent.*
- *The effectiveness and professionalism of the management team continues to improve.*
- *The partnership with ACWA continues to improve.*

#### **Executive Committee Comments:**

- The Captive start up and ACWA partnership go hand in hand.
- Addressing the notable increase in property insurance premiums was challenging, and brought the opportunity to educate the membership on the dynamics / influence of underwriters.
- Creation of the Captive was a well researched and implemented process that reassured members and leadership of the organization on a major change in approach. The result will be yet another financial benefit to all JPIA members.
- Smooth transition of new Exco Members, and Captive Board Members.
- The formation of the Captive.
- The improved relationship with ACWA.
- The amount of refunds.
- I think Andy has listed the most important and they are significant. I would also include the continued strengthening of our Memorandums of Coverage to provide better coverage and reduce Authority financial risk.
- Partnership with ACWA continues to be excellent.
- Pleased with innovation of Captive.
- Excited about future with Andy's continued leadership.

### **List 3-5 important things CEO could change or improve for FY 2019/2020:**

#### **CEO Comments:**

- *More frequent written communication with the Executive Committee.*
- *Provide more resources for midlevel employees to improve and grow.*
- *Improve the on-boarding process for new Executive Committee members.*

#### **Executive Committee Comments:**

- Consider 5-minute information presentations by Department Managers at Exco meetings throughout the year to highlight their respective departments.
- The CEO's recommendations above will make for an even stronger and more effective JPIA.
- More frequent communication with the EXCO.
- Continue to develop all levels of employees.
- Our largest budget item and expenditure by far is Employee Benefits. We need to be sure we are on the cutting edge of encouraging employee health and informing members on potential health care choices. I am not convinced we are there yet.
- I think periodic updates for the Executive Committee and better Orientation is something that is needed.

- I believe the 3 listed above are vital. With brand new Executive Team Members coming in and always possibility of new members, continuity is so important on every level of the organization. Tools, training and information are a must.

## Goals and Objectives for CEO for 2019/2020

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### CEO Suggestions:

- *Attend/participate in a least one professional development program.*
- *Establish a solid base of operations for the Captive and explore/implement additional options for the Captive to expend it's benefit to the members.*
- *Personally visit at least three of our members.*

### Executive Committee Suggestions:

- Personally "first-time" visit to three of our members.
- Have PersCo meet to discuss performance evaluation before ExCo does.
- CEO should be sure to take time to vacation.
- The transition and success of the Captive should be highest priority. The successful implementation will lead to further expansion that will grow JPIA membership and future expansion. It may be wise to give further consideration to growth of number of staff and future additional office space to ensure future growth of JPIA membership and services in 2020.
- The progress and development of the Captive needs to always be communicated to the entire Executive Committee and JPIA BOD, as the BOD rotates out every two years.
- It would be good for the Captive to expand its benefits to the members.
- Visiting members is a good thing. A comprehensive report to the EXCO regarding the visits and the lessons learned and information communicated would be a good thing.
- The start of some succession planning for the CEO and some of the key management staff would not come amiss.

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CEO Signature

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Date:

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Executive Committee Chairman

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Date: