

THE CHILDREN'S TRUST HUMAN RESOURCES
COMMITTEE MEETING
"VIRTUAL MEETING VIA ZOOM WEBINAR WITH A QUORUM OF
MEMEBERS PHYSICALLY PRESENT
AND SOME MEMBERS ATTENDING VIRTUALLY"

The Children's Trust Human Resources Committee Meeting was held on April 15, 2021, commencing at 2:00 p.m., at 3250 Southwest 3rd Avenue, United Way, Ryder Conference Room, Miami, Florida 33129. The meeting was called to order by Mark Trowbridge, Chair.

ORIGINAL

COMMITTEE MEMBERS:

Mark A. Trowbridge, Chair
Gilda Ferradaz, Vice Chair
Mary Donworth
Lourdes Gimenez
Mindy Grimes-Festge
Karen Weller (Zoom)
Kenneth Hoffman, ex-officio (Zoom)

1 STAFF:

2 Imran Ali

3 James Haj (Zoom)

4 Joanna Revelo

5 Muriel Jeanty

6 William Kirtland

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8 GUESTS:

9 Zinnia Blythe

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PROCEEDINGS

(Recording of the meeting began at 2:00 p.m.)

MR. TROWBRIDGE: Ladies and gentlemen, welcome to our Human Resources Committee on Thursday, April 15, 2021. It is a few minutes past two o'clock, so I would like to call this meeting to order.

I do believe, Muriel, that we have a quorum present. Thank you all for making time to be here in person.

Do we have anybody joining us on Zoom?

Oh, great. Welcome to our good colleagues on Zoom.

Muriel, do we have any public comments?

Thank you. And therefore we will close public comment.

Today we basically have two pieces of business to handle as the HR Committee. The first is the health insurance renewal. And I believe you got some information that was sent to you in a PowerPoint. And so I think I'm going to ask our good colleagues if they'd like to walk us through this. And I want to thank Imran as well for the briefing prior to this, to make sure that we were on the same page as we prepared today's agenda.

So if you'd like to draw your attention to the

1 big screen, or the screen in front of you, we're
2 going to walk through the 2021 insurance benefits
3 renewal for May 1, 2021.

4 Joanna?

5 MS. REVELO: Yes, thank you, Mark, Mr. Chair.

6 For the benefit of the group who may or may not
7 know me, allow me to introduce myself. I am Joanna
8 Revelo, I am the Human Resources Manager for The
9 Children's Trust. I am happy to say I've been with
10 The Children's Trust 15 years now, my quinceanera
11 year.

12 MR. TROWBRIDGE: Yeah.

13 MS. REVELO: Thank you. Not all of those 15
14 years have been in human resources for the last 10 or
15 so year. I have come before members of this
16 committee, along with members of the executive team
17 to review with you our insurance benefits renewals.
18 So I will go ahead and do that with you now.

19 The next slide, please.

20 So as you can see on this chart, this is a
21 summary of the medical marketing results that we
22 received when we took our group health plan out on
23 the open market. And again, in line with our
24 procurement policy, we did take it out to the open
25 market. And I'll just go through the charts showing

1 you the results.

2 At the very top you see Cigna, that is our
3 incumbent carrier. We were able to negotiate with
4 them and received a four percent renewal increase.
5 You see the dollar amount there. The last two
6 columns is something new that we've added for you,
7 again, in line with our procurement policy, to show
8 you the best carrier ratings as well as the financial
9 size of each of the carriers. We did have a couple
10 of other carriers, but they did not meet the
11 requirements of the procurement policy, so for that
12 reason they are not on this list.

13 Following Cigna, then we have Blue Cross Blue
14 Shield of Florida, Florida Blue. They quoted us an
15 increase of 9.1 percent. You can see the dollar
16 difference there, that that would be an increase of
17 \$102,650.00.

18 That was followed by United Health Care. They
19 also submitted a renewal quote in the amount of, a
20 percentage increase of 14.3 percent. That would be a
21 dollar difference of an additional \$161,352.00.

22 And then lastly, the other quote that we
23 received that met the requirement of the procurement
24 policy was Aetna and they came in at a slight
25 reduction in an amount of \$4,504.00.

1 I do want to emphasize that while it looks like
2 it is a decrease with Aetna, it is indeed, but it is
3 not a true plan to plan design, so for that reason --
4 they're there because, again, we just want to be
5 fully transparent that we did shop our group health
6 plan on the open market and these were the quotes
7 that we received.

8 Next slide, please.

9 This next slide shows why we are recommending to
10 the committee to continue a renewal with Cigna. As I
11 said, we had some significant back and forth with
12 Cigna to negotiate with them. We were able to
13 finally secure a 4 percent renewal rate. One of the
14 reasons we are recommending going with Cigna is, they
15 offer something different that none of the other
16 carriers offer, which is a level funding plan, which
17 means that we can receive a surplus, that we receive
18 it as a credit. That's received in the fifteenth
19 year after we do the renewal.

20 So you can see it's a pretty substantial surplus
21 that we're projected to receive, \$45,000. In
22 addition, Cigna offers, through this level funding
23 plan structure, it allows more transparency for us
24 and access to the claims data. With the other
25 carriers we did not have that, they consider us to be

1 too small in order to offer us that level of
2 transparency.

3 So again, if we stay with Cigna, it would be no
4 disruption to any of our employees. We are
5 completing our second year with Cigna. Cigna has a
6 very large network. That's important to our
7 employees and their families, especially those family
8 members who have college kids out of state. It is
9 also a PPO plan, which is very attractive. I will
10 tell you from a human resources point of view and
11 from an organizational point of view, that the
12 benefits we offer are not only medical, but the other
13 benefits is a very strong factor when we look at
14 employee retention. So the PPO is something that we
15 offer.

16 In addition to that, we receive a \$4,000 credit
17 for wellness activities. Last year was a little bit
18 of a difficult year because of the pandemic, but
19 nevertheless we were able to use some of those
20 dollars, some of that credit for wellness activity
21 for our employees. And I will tell you, one of the
22 things that we did with this \$4,000 credit, which was
23 a huge success, very well received, which was, once
24 we were in lockdown, through another agency we were
25 able to purchase and deliver healthy snacks to all of

1 our employees. It was not announced and so it was a
2 very well received nice surprise. I don't know that
3 everybody likes some of the healthy, healthy snacks,
4 but most of the feedback was very positive.

5 In addition, and of course tied to the pandemic
6 that we have, Cigna offers the telehealth option,
7 which many people have used. People now are becoming
8 more familiar, more comfortable with the Zoom, with
9 the telehealth, in order to seek health services that
10 way. Cigna also offers the mobile app. Where would
11 we be without our phones? And so that's one of the
12 benefits with Cigna.

13 Next slide, please.

14 MR. TROWBRIDGE: Joanna, forgive the
15 interruption, what about access to EAP and other
16 types of mental health support, just knowing that
17 we're hearing a lot about employees and extended
18 families. We need to access that, especially during
19 this time.

20 MS. REVELO: Yes. That's a very good question
21 and I appreciate you asking it. With Cigna, and I
22 will tell you, in all the years that I've been with
23 The Children's Trust, we have always offered mental
24 health, behavioral counseling to our employees at a
25 \$0 copay, so it's very important that piece is here.

1 In addition to that, we do offer employee assistance
2 plans. We make that available to all employees and
3 to their family members as well. So yes, that is a
4 benefit as part of the whole benefits package.

5 On this next slide you'll see our
6 recommendations. Again, on the other insurance
7 benefits that we have, our dental plan continues to
8 be with Aetna. This year we do see a decrease of 24
9 percent. That's a savings of \$13,000 under our
10 current rates, so that would be a savings that we
11 could pass on to our employees. The plan that we
12 have with Aetna is one of the more unique plans from
13 what I understand. It's not so common anymore out on
14 the open market. It takes its Freedom of Choice
15 plan, meaning that for one rate, there's no
16 difference in cost, employees and their family
17 members can choose to be in a DMO or a PPO at the
18 same cost.

19 And then for our vision plan, a lot of employees
20 enjoy this benefit. It is offered through MetLife
21 VSP. This year we are seeing a very slight nominal
22 increase of \$500, that's the plan itself, that \$500
23 itself is not the cost that the employee will
24 experience. And again, the vision plan has a two-
25 cost plan option for employees. There's the high

1 plan, the low plan. Of course the difference, I
2 won't get into all of the details, but the difference
3 at a very high level that you would pay for copays,
4 whether or not you're getting glasses every year or
5 every other year.

6 And then, again, our life insurance, our short-
7 term disability, long-term disability, that is
8 offered through Unum. This year we received a rate
9 pass on the renewals. Again, this is another benefit
10 that our employees have that is no additional cost to
11 them. Its life insurance, its two times their
12 salary. So it's a very nice benefit. If employees
13 want to purchase additional life insurance, we do
14 have that option through some of the other carriers
15 as part of our fuller benefits package plan.

16 So that is the end of the PowerPoint. And
17 again, as I said, over the years we've come to the
18 members of this committee to share with you our
19 findings, the analysis we've done in terms of our
20 plans that we offer and to make the recommendation to
21 you to renew with Cigna and to renew with our other
22 current carriers for the dental and the vision.

23 MR. TROWBRIDGE: So we'll open up for questions.
24 If you don't mind, going back to the \$45,000 credit,
25 if you will, that comes basically in the summer,

1 three months after the renewal?

2 MS. REVELO: Yes, that's correct.

3 MR. TROWBRIDGE: Okay. And that's just based on
4 sort of annual usage?

5 MS. REVELO: Yes, and the amount of premiums
6 that we pay versus the claims paid out also. So when
7 we went to open market, for our group design, the
8 number of employees that we have, we are aware of
9 some situations but they are very low and we do not
10 have large claims. It's very normal what we have,
11 but it's on the lower side in terms of the claims.
12 So the surplus comes based off the amount or the
13 claims paid. Because we don't have that many, then
14 we receive that as a credit when we renew.

15 MR. TROWBRIDGE: Very nice.

16 Lourdes?

17 MS. GIMENEZ: Yes, I have a quick question. The
18 first slide showed the different ratings. What is
19 the difference between superior and the excellent? I
20 noticed that only one had superior.

21 MS. REVELO: Yes. Honestly, I don't know, other
22 than what's in the parenthesis that the A rated
23 companies or carriers are the -- equates to excellent
24 and that the A plus relates to superior. I'm sorry I
25 don't have the details as far as between the carrier

1 ratings, how AM Best does their ratings.

2 MR. TROWBRIDGE: Other questions? -- so Karen
3 can hear you.

4 MS. FERRADAZ: I'm sorry. My question was, we
5 surveyed the staff to see if they are happy with the
6 plan they have now or have any problems with it?

7 MS. REVELO: Well, so I'll answer the last part
8 of your question first. Initially when we did the
9 plan, when we transferred plans and made a plan
10 transfer, change is always a little bit difficult.
11 And with Cigna, initially, we had some differences in
12 terms of the provider network. That some of the --
13 not all of the providers were in the same network.
14 And that happens from time to time. But very
15 quickly, then, Cigna, those providers did come under
16 and employees were able to still continue to see the
17 physicians, the health facilities that they've always
18 seen.

19 They are happy with the plan. It's a very
20 robust, it's a very good plan. As I said, one of the
21 really key features is the mental health counseling,
22 that its \$0 copay. I mean, that's -- if anybody is
23 having problems or needs to speak with somebody, in
24 addition to the EAP or 211, they can see somebody
25 privately and it is very good.

1 Yes, all of the feedback that I've gotten has
2 been positive. From time to time there are some
3 challenges and we need to just remind the staff that
4 the carriers, the pharmaceuticals from time to time
5 will make changes to their price structure, that's
6 very common. People seem to forget that and we just
7 need to be mindful and remind our employees that that
8 happens. Not only because its Cigna, it just happens
9 across the industry.

10 MS. DONWORTH: Question.

11 MR. TROWBRIDGE: Mary?

12 MS. DONWORTH: I should know how to work this.
13 From the employee perspective, what is the cost
14 burden for employees, and is it, if they get the HMO,
15 there's no cost, Trust covers it, and if they get
16 PPO, they have to -- what is that structure look
17 like?

18 MS. REVELO: So, we have four -- largely four
19 different classes. There's the employee only,
20 employee/spouse, employee/children, and the family
21 plan. Off the top of my head, I think that we tend
22 to have a higher percentage in the employee only,
23 followed by the family plan. The Children's Trust,
24 again, one of the retention factors for our employees
25 is the cost share is at nine percent, 10 percent,

1 which is increasingly very rare in the labor market.
2 I would need to provide you with those dollar
3 amounts, but I can tell you, certainly every time I
4 do this with the new hires, they are always astounded
5 at how little their share is to receive such a rich
6 benefit. And again, what we offer is the PPO plan.
7 The PPO plan.

8 MR. TROWBRIDGE: Questions? I know Karen is
9 with us on Zoom.

10 Karen, do you have any questions?

11 MS. WELLER: No, I have no questions. Thank
12 you.

13 MR. TROWBRIDGE: Thank you very much, Karen. I
14 liked hearing your comments about how this plays into
15 retention because, again, I think in this day in age,
16 especially in nonprofits, you have to look at the
17 benefits of sometimes making up where salaries might
18 be a little bit different or not quite at the rate
19 that the for-profit world is, so. And I appreciate
20 Gilda's question, too, because it's great to know how
21 the employees are. I've been on this committee a
22 couple of years, and I think we went through a
23 transition to a different insurance carrier. And so
24 you always wonder how that plays out after the first
25 year or two and getting access to the types of

1 doctors and hopefully a pretty robust network.

2 MS. REVELO: Yes, it's a very robust network
3 and, again, we took it out on the open market. We
4 did receive some renewals from some of the other
5 carriers that maybe you have heard of. But again,
6 two factors were against them. One was they did not
7 meet the criteria of the procurement policy as far as
8 the AM Best rating. And the other factor is that
9 they are regional carriers. And because we have
10 employees that have family members out of state, it's
11 important to make sure that we are in a nationwide
12 plan that has the in network across the country.

13 MR. TROWBRIDGE: Fantastic. I think most of you
14 know that when you look at the bylaws, this committee
15 has a number of charges and this is one of the things
16 that we weigh in on, on an annual basis, in terms of
17 not only the benefits, but the insurance and
18 renewals, so. A very significant part of our work,
19 so.

20 Any other questions, comments?

21 Joanna, thank you for always doing very good
22 work and being thoughtful. It's really exciting to
23 see is that there are some things that we're doing
24 that will actually see a decrease, especially in the
25 dental plan. I get the feeling that a lot of people

1 this last year haven't gone to see doctors and
2 dentists. We hear that a lot. And so hopefully we
3 can also remind them and make sure they're taking
4 advantage of this benefit, but also taking good care
5 of themselves.

6 MS. REVELO: Well, you're right, and that's also
7 one of the features of the Cigna Plan is that there
8 is the telehealth option. Because there is that
9 concern about, especially early on, now that more of
10 us are becoming vaccinated. But, yes, we do expect
11 to see some more in-person use of the plan.

12 MR. TROWBRIDGE: Okay, great.

13 Would you like a motion from us to accept the
14 recommendation as presented? Is that necessary?

15 MR. ALI: No, that's not necessary.

16 MR. TROWBRIDGE: You have advised us and we
17 consented.

18 MR. ALI: Yeah. I don't know if Jim wanted to
19 say anything.

20 Jim?

21 MR. TROWBRIDGE: Jim, I apologize. You're
22 supposed to be sitting next to me.

23 MR. HAJ: Mr. Chair, there's really not much to
24 add. It's really a 10 percent cost share for the
25 employees, 90 percent. It is a very lucrative plan.

1 We do take care of our employees. And Joanna says,
2 we use it to attract talent, because a lot of times
3 they don't see the backend, they see only the salary.
4 And it also helps to retain. And our employees are
5 exceptionally satisfied with the plan and do
6 appreciate -- they do know the investment into
7 healthcare for themselves and their dependents and
8 truly appreciate that. So it is a great benefit. So
9 thank you for your consideration, Mr. Chair.

10 MR. TROWBRIDGE: And again, I think it goes
11 without saying because I saw some faces sort of react
12 when you talked about the 90/10 cost sharing, that's
13 really unheard of these days in other nonprofits,
14 governments, where a lot of times that cost share is
15 50 percent, so.

16 MS. REVELO: Right.

17 MR. TROWBRIDGE: Glad that you can keep doing
18 that and able to absorb that within the perimeters of
19 our budget, but also being creative -- I know Imran
20 probably went back several times, along with you, to
21 kind of work Cigna a little bit. So mazel tov on
22 that. A four percent renewal is pretty incredible.

23 All right, seeing no additional comments on this
24 item, we'll move on to the review and evaluation of
25 our President and CEO, James Haj. I know all of you

1 were sent in advance an opportunity to review a
2 number of things. One was a video about the
3 accomplishments that Jim and the team have been able
4 to do over a very difficult year this past year.
5 Jim's self-evaluation, which I would tell you is
6 pretty incredible when you see the things that you
7 normally do and all of the add-ons. I can speak
8 specifically to a couple of those, being with Jim out
9 at a diaper bank program where we were giving out
10 diapers. It was early on in the pandemic and all
11 hands-on deck.

12 As I told Jim, when we finished, I got into my
13 car and literally cried because you realize that when
14 you're giving out 50 diapers -- and maybe, Joanna,
15 you told me this, it's probably, for a child, maybe a
16 week. I'm like 50 diapers, and then they're like,
17 yeah, they go through three or four or five a day.
18 And I'm like, oh. So great need, and the partnership
19 with Frida, some of those things. I know that was
20 accounted for in there.

21 Jim, I think you may want to make some opening
22 remarks? And, Imran, I don't know if we're going to
23 show the video again or not, but some of you may have
24 already seen it. If you haven't, then we'll do that.

25 MR. ALI: I think -- Jim is still on. He don't

1 want to hear about himself.

2 Juana, you want to play the video?

3 MS. LEON: Yes.

4 MR. TROWBRIDGE: Thank you.

5 If you all would draw your attention, please.

6 (End of recording.)

7 MR. TROWBRIDGE: Thank you. And very, very
8 nicely done.

9 Jim, I think we can take a few moments and hear
10 from you, prior to us chatting a little more about
11 your self-evaluation. Great video by the way.

12 MR. ALI: Jim -- Jim is not on.

13 MR. TROWBRIDGE: Oh, he stayed for just the
14 beginning? Oh, okay. Now, we can talk about him.

15 MR. ALI: Normally every year I do this for Jim.
16 And you seen on the video some of the tremendous
17 things that Jim has led us forward during this last
18 challenging year. You know his self-evaluation shows
19 a lot of what he did, not all of it. But from our
20 staff perspective, Jim really stepped up to the
21 plate, did a lot more than normal. Spent a lot of
22 time in the community, putting himself at risk all
23 hours of the day, despite the pandemic. Just doing
24 everything that he could of done to make sure that
25 the children and families benefit from our services.

1 Our board chair was very supportive of the
2 emergency funding request that we had, that we
3 subsequently informed the board of. But everything
4 that we could of done utilizing the resources that we
5 need to, Jim stepped up to the plate and did what he
6 had to do.

7 So with that said, I'm sure you read his self-
8 evaluation. So I think he's really done a tremendous
9 and excellent job. So I was expecting that some of
10 you would have given some feedback on the document
11 that was sent to you, as there are scores, but I
12 leave this up to you to either tell Mark or Joanna
13 what you decided so that he can get an overall rating
14 of being the best. Thank you.

15 MR. TROWBRIDGE: Thank you, Imran.

16 So the performance appraisal form, of course all
17 of you received a copy of, I think some of you may
18 have had a chance to go through that hopefully, if
19 you have any comments you can send those back to
20 Muriel. I know I sent something back to her. But
21 most of mine were just things I wanted to highlight
22 or talk about, but I would love to also hear from
23 many of you.

24 So, Lourdes, if you'd like to share a few
25 thoughts, please.

1 MS. GIMENEZ: Yes. I read over the evaluation.
2 I highlighted some of the things. There was so much
3 that I could of highlighted the whole entire
4 document. I think in a regular year, evaluation
5 would be great, awesome, but in a COVID type year,
6 this is amazing, what the Children's Trust has been
7 able to do. And Jim is the leader, obviously, has
8 followed up and implemented in all the things. I
9 think the goal of the -- the mission of The
10 Children's Trust is to support families and children.
11 It was not -- I don't think they dropped the ball in
12 any way, shape, or form. I think they actually went
13 above and beyond in making sure that the children
14 received the services they needed, whether it was
15 virtual or whether it was face to face.

16 The summer youth program that only got paid --
17 they were able to do it in conditions that were safe.
18 Some of the students went in-person, others went
19 virtually. I mean, the money that he was able to
20 secure, the funding with the help of all his staff.
21 Any organization is as good as its leader. And I'm
22 always proud to talk about The Children's Trust
23 wherever I go because I see the work that is being
24 done and leadership is the one that starts it all.
25 And the staff is commended because they are on board

1 with CEO, that makes it so much easier for him to be
2 able to move things along and to be able to make sure
3 that any changes or any type of new initiatives are
4 being followed through and done in the best way
5 possible. So I was very impressed.

6 I read this document and I stopped highlighting
7 because there was just too much to highlight.
8 Everything really stuck out as an incredible year
9 with everything that we were facing. And just, to
10 me, there's -- hats go off to Mr. Haj and the work
11 that he's done in leading this organization.

12 MR. TROWBRIDGE: Thank you, Lourdes.
13 Mindy?

14 MS. GRIMES-FESTGE: Thank you. I'll just
15 backtrack on that. I 100 percent agree with
16 everything that Lourdes just said. I think because
17 of the situation we're in with the pandemic and the
18 way that, not only Jim, but his leadership role in
19 having everyone pivot, you know, working from home
20 and still doing what they needed to do to reach out
21 to the providers, the partners that we have, to do
22 what needed to be done for the community, says quite
23 a bit about this organization and what they do. And
24 the level that they work in every single day without
25 this. And so because of that, I think because of

1 that collaboration, it was a very smooth transition.
2 And so that's a real positive for me.

3 MR. TROWBRIDGE: I appreciate that. Thank you
4 for your feedback.

5 Mary, would you like to comment?

6 MS. DONWORTH: Yeah, I mean, I just echo what
7 everyone has said. I think that obviously he leads
8 the organization and I think he's leading it in a
9 very just remarkable way. The flexibility of The
10 Trust is also something that I think has been really,
11 really important for providers in the community. The
12 responsiveness, the amount of work, just on a very
13 basic level, the preparation that goes into all of
14 our meetings. The anticipation of all the questions
15 that might surface so that the information is already
16 there is just, I mean, it's just so professional,
17 it's just so well done. So my hats off to Jim and
18 the staff. Because I think they've done a phenomenal
19 job.

20 MR. TROWBRIDGE: Thank you.

21 Madam Vice-Chair?

22 MS. FERRADAZ: Yes, I also agree with everything
23 everyone has said. I think he's done a remarkable
24 job. One of the most important things is the
25 relationship with the providers and the fact that it

1 was not only the staff pivoting, because we have a
2 relatively small group of staff, that are remarkable
3 and professional and were able to pivot and continue
4 seamlessly but being able to get all of the providers
5 to also do the same and support the providers to be
6 able to continue to provide services the best they
7 could under the circumstances. I think the providers
8 also appreciate all that support. And only by
9 supporting the providers can we provide the services
10 to the children. So I think that piece was very
11 important too.

12 MR. TROWBRIDGE: Terrific.

13 Mindy, back to you and then we'll go to Zoom.

14 MS. GRIMES-FESTGE: Yes, really quickly. Not
15 only his handling of the pivot with the pandemic, but
16 also the fact that under the circumstances that we're
17 in with that, he also really pushed the social
18 justice, the -- that aspect, I think, says quite a
19 bit as well, that it wasn't -- it's not just that the
20 focus was on the pandemic and how do we reach our
21 partners and the providers and making sure they reach
22 their clients, the children and families. But that,
23 you know, Ad Hoc Committee having those discussions
24 really opened up another area that we found to be
25 needing, that we needed some more support in that.

1 And so the fact that that was able to happen as well,
2 in addition to everything else, that is remarkable.
3 That really is remarkable in this kind of
4 environment, in this year.

5 MR. TROWBRIDGE: Great. Thank you for adding
6 that.

7 Karen, we'll come to you.

8 MS. WELLER: I just want to echo what everybody
9 else has said. But I think what stands out to me is
10 he is so well-rounded. He not only took care of the
11 staff, he met with business partners and led some
12 sessions with other CEO's to see how they can help
13 the community. And also looking at what is going on
14 in the community and being able to bring the special
15 session with the racial and social part to the board.
16 I just thought it was so well-rounded. And I just
17 have so much respect for all the things that Jim does
18 for The Children's Trust. As a leader, he really is
19 a true example.

20 MR. TROWBRIDGE: Thank you so much, Karen.

21 Mr. Chairman, would you like to chime in? I
22 know you're ex-officio of this committee, but you
23 often help us greatly in delivering the messaging.

24 MR. HOFFMAN: I'll help if I can. First of all,
25 sorry for coming late. I had an unavoidable

1 conflict, but I did miss the health insurance, and
2 I'm sure everything went well there. Yeah, I always
3 said, and I've been in the position of managing
4 people or reviewing people for many years, and I
5 always have trouble with these sort of forums and
6 conceptually, sometimes, with saying, what's the goal
7 and then looking at the end and saying is it met. I
8 actually see in this year, although things fit in the
9 columns and next to the things that Jim has done,
10 there's a lot of mismatches, but it's been a year of
11 adaptation.

12 And so I think irrespective of the goals, I want
13 to say ditto to everything that I've heard so far. I
14 think irrespective of the goals, were we able to
15 anticipate what this year might have been like, we
16 would have set goals. And I think the performance
17 that we've seen during the year, Jim and the staff
18 would have met them. Because the performance of The
19 Children's Trust this year, I think, has been, or
20 last year I guess we're talking about, has been
21 extraordinary in terms of being able to adapt to new
22 environment, adapt to the working environment, but
23 also adapt to the needs of our providers and
24 community.

25 So I have nothing -- I don't really find that

1 the charts match up to well this year, in the same
2 way that they were intended when we set the goals,
3 but I do think that there's no question in my mind
4 that Jim has done an extraordinary job this past year
5 stepping up to what needed to be done to help The
6 Trust, help staff, guide staff, and get us to where
7 we are today, which is in a much stronger position, a
8 much more flexible position. And I think a much more
9 responsive one to the community. So I have nothing
10 but positive things to say.

11 MR. TROWBRIDGE: Thank you, Ken, very, very
12 much. I think that I would only add that, one of the
13 things that I love most about our board is how we
14 look at our community through various lenses. And
15 from my perspective in working with the business
16 community day to day, one of the things that stood
17 out this year was incredible work and partnerships
18 and advocacy. I wouldn't be on a Zoom in a high-
19 level conversation at the county level if Jim wasn't
20 there, wasn't partnered, wasn't representing, wasn't
21 co-chairing that group.

22 And I think, again, that is -- our county
23 leadership in many cases were saying, who are the
24 experts on this topic, and how do we engage them, and
25 how do they help us with a path forward, and Jim was

1 in all of those conversations. Not by title but
2 because of what he brings to the table. And so I can
3 tell you in hearing what each one of you have shared,
4 he's worked diligently like he has every year, but I
5 think, Imran, I liked what you said, he was out in
6 the community at his own personal risk. Because he
7 saw the need. And I saw him in action, we saw it in
8 the video. I was little disappointed that he didn't
9 seem to gain any weight during COVID, but that's all
10 right. But he was omnipresent. I think if you're on
11 a board and you support your CEO, I think that's one
12 of the things that you love to cherish, support, and
13 honor. So I'll just finish with that.

14 I think at this point we're all pretty much in
15 locked step in terms of feeling very good about this
16 past year, Jim's leadership, and obviously the way
17 that he has engaged with the team, kept them
18 together, kept them healthy and safe, and found ways
19 to continue to support them.

20 If there are no other comments, then I think we
21 send it back to our chairman with our appreciation,
22 good thoughts, well wishes, and looking forward to
23 another great year ahead, hopefully with a little bit
24 more of our normalized activities and focus, so.

25 So no objection there. Thank you again for your

1 good work on this and feedback. It was quite a
2 document to work through because there were a lot of
3 additional success stories. And we did it a little
4 bit different this year because we felt like always
5 going through the self-rating got a little bit
6 tenuous. And I think Ken said it very well,
7 sometimes those didn't match well, but I think the
8 ability to kind of look in the collective gave us
9 more to kind of sink our teeth into as a committee.

10 And again, this is one of those primary charges
11 of our committees worth, so.

12 With that, I'll ask if there is any other
13 business or new business to come before the
14 committee?

15 Yes, ma'am.

16 I think you have your self-rating form here. I
17 think Imran's very subtle way of saying we'd love to
18 have that from you, but we'll also have this meeting
19 memorialized with your comments, but if you'd like
20 to. I just went ahead and filled that out and signed
21 it.

22 And I actually used some of the comments that
23 you all had shared when you went around the room and
24 talked a little bit about that in terms of
25 leadership, preparation, new initiatives, talking

1 about the DNI work. When you think about that we're
2 in the middle of a crisis, but yet we're still
3 working on a strategic plan, having a board retreat,
4 when a lot of other organizations said we'll see you
5 in 2021, or 2022, leading among his peers. I think
6 Gilda talked about the ultimate pivot, pivoting. But
7 if you'd like to fill that out, it'd be great to
8 probably have that so Ken can lean on that as well
9 when he meets with Jim one-on-one. We're not on a
10 contract renewal period, so it's a little bit
11 different in terms of -- it's the last page I use,
12 the rest is for your documentation.

13 So I'll go back to any other business that
14 anybody would like to chat about? Imran, is there
15 anything that we have not covered today?

16 So we have a meeting on Monday. I'll leave it
17 to Ken to inform the board in terms of us having met.
18 He usually then has a follow up with Jim. It
19 probably won't happen between now and Monday, but ask
20 him then to just inform the board of your good work
21 and take it from there.

22 MR. HOFFMAN: Sounds good.

23 MR. TROWBRIDGE: Excellent. Thank you, Mr.
24 Chairman.

25 MR. HOFFMAN: Thank you.

1 So I see no other business before us and no new
2 business, I'll give you guys a couple of minutes to
3 fill out that form and score it. But I will take a
4 motion to adjourn and let you complete that at your
5 leisure.

6 Is there a motion to adjourn?

7 MS. GIMENEZ: Move to adjourn.

8 MR. TROWBRIDGE: Thank you, Lourdes.

9 MS. GRIMES-FESTGE: Second.

10 MR. TROWBRIDGE: Thank you, Mindy.

11 All in favor say aye?

12 ALL: Aye.

13 MR. TROWBRIDGE: Any opposed, nay?

14 We'll stand adjourned until our next meeting.
15 We'll see many of you in-person Monday at our board
16 meeting.

17 Karen, thank you so much always for your
18 diligence.

19 MS. WELLER: Thank you. See you on Monday.

20 MR. TROWBRIDGE: We'll see you Monday.

21 (Whereupon, at 3:00 p.m., the meeting was
22 adjourned.)

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CERTIFICATE OF TRANSCRIBER

The above and foregoing transcript is a true and correct typed record of the contents of the file, which was digitally recorded in the proceeding identified at the beginning of the transcript, to the best of my ability, knowledge and belief.

Signed this 5th day of May 2021.

Christy Caldera

CHRISTY CALDERA, Transcriptionist