



Human Resources Committee Meeting Transcript

June 17, 2020

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THE CHILDREN'S TRUST
HUMAN RESOURCES COMMITTEE MEETING
"VIRTUAL MEETING VIA ZOOM WEBINAR"

The Children's Trust Human Resources
Committee Meeting was held on June 17, 2020,
commencing at 2:00 p.m., in teleconference via Zoom
Webinar. The meeting was called to order by Mark
Trowbridge, Chair.

- BOARD MEMBERS:
- Mark Trowbridge, Chair
 - Gilda Ferradaz, Vice Chair
 - Mary Donworth
 - Lourdes Gimenez
 - Mindy Grimes-Feste
 - Steve Hope
 - Karen Weller
 - Kenneth Hoffman, ex-officio

- STAFF:
- Imran Ali
 - Joanna Revelo
 - Muriel Jeanty
 - Vivianne Bohorques

1 PROCEEDINGS

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

3 MS. BOHORQUES: Okay. We're ready.

4 MR. TROWBRIDGE: Well, good afternoon everybody
5 and welcome to our Human Resources Committee Meeting
6 of the Children's Trust.

7 Today is Wednesday, June the 17th and I want to
8 thank all of you who are joining us as participants
9 as well as members of the committee related to HR.

10 It's just a moment past two o'clock and so I
11 will ask as we always do if there is any public
12 comment, Muriel?

13 MS. JEANTY: No. We -- I'm sorry. Let me
14 get this up. No, Mark. We don't have any public
15 comments.

16 MR. TROWBRIDGE: All right, great. And I do
17 know that we have a quorum.

18 MS. JEANTY: We have quorum.

19 MR. TROWBRIDGE: I appreciate all of you who
20 have dialed in today. We have a significant item for
21 us to review which is the annual evaluation of our
22 President and CEO, Mr. Jim Haj.

23 Before we begin that, I'd like to invite Imran
24 Ali to provide us a few comments in anticipation of
25 this discussion. Imran?

1 MR. ALI: Thank you, Mark. Good afternoon,
2 everyone. As you know, Jim is not part -- usually
3 part of this discussion. I just wanted to tee up our
4 discussion by saying a few words about my perception
5 of the last year and Jim's involvement into what I
6 would consider a greater CEO and President of the
7 Children's Trust.

8 You will see from his self-evaluation and from
9 the emails that he has been sending to the board, how
10 strategic he has been in accomplishing his goals and
11 his objectives and he has really shown his true merit
12 this last few months when the pandemic hit us.

13 His strategic planning and consistency and the
14 way he wanted to make sure that the children and
15 families in our community were well served and got
16 whatever they needed to keep them afloat.

17 And whatever services they needed, to the best
18 of his ability he tried to provide it and our chair
19 and our board, when the emergency funding was able
20 to, helped him accomplish this.

21 With that said, I just wanted to tee up the
22 video. Some of you may have seen it already. But
23 just in case you saw it, and you don't remember, it
24 was -- it's a short video highlighting some of the
25 great things we all accomplished at the trust with

1 his leadership.

2 And I'm going to ask Vivienne to show that video
3 at this point, and then I'll leave it for the
4 discussion of looking at the self-evaluation, and I'm
5 here to answer any questions that you may have
6 regarding it.

7 (Video playing.)

8 MR. ALI: Thank you, Vivianne. And so that's
9 the preface to what you're going to be discussing,
10 and you could see how well Jim has done in
11 accomplishing his goals for the last year. Mark,
12 I'll turn it back over to you.

13 MR. TROWBRIDGE: Thank you, Imran and thank you
14 very much for helping put that together and share
15 that with us today.

16 I certainly want to recognize the other members
17 of our committee who are here. And so I want to
18 welcome our Vice Chair, Gilda and of course we have
19 Mindy. Thank you for joining us, Mindy. I see Steve
20 Hope, Karen Weller.

21 MR. HOPE: Good evening, everyone.

22 MR. TROWBRIDGE: Oh, I see you're ahead of us at
23 this point. And, of course, our Chair of the Trust,
24 Ken Hoffman as well. So good to see everybody.
25 Thanks for taking time and being here today and thank

1 you to the staff for helping us prepare for this
2 virtual meeting.

3 So in anticipation of our conversation today
4 regarding the evaluation of our president and CEO, I
5 hope you've all had a chance to look through Jim's
6 self-evaluation.

7 That is something that we began doing some time
8 ago and have done with Jim each year that he has been
9 with us and worked on the instrumentation, if you
10 will.

11 And this is probably in terms of the HR
12 Committee's role in one of the most significant roles
13 that we play each year in reviewing and evaluating
14 our CEO.

15 So I would love for us to open up any discussion
16 talking generally about the self-review in front of
17 you or any comments or observations you would like to
18 make? So just unmute yourself and have at it. It's
19 a little hard to call upon people.

20 MR. HOFFMAN: Yeah, I'd like to start. I mean,
21 first of all, that film obviously celebrates a lot of
22 accomplishments. It also makes me kind of nostalgic
23 because it's almost like a bygone era when we used to
24 march around together and, you know, be able to
25 participate in person at these celebrations of all

1 the things that we've done this year.

2 You know, I think from my perspective, I did go
3 through Jim's review, I think it's, you know, it's
4 very -- these are all things that put what he's done
5 in a box.

6 I think that out of the box, you know, that he's
7 done -- and I think I've heard this from members of
8 management and staff as well, he's done an
9 extraordinary job I think, of helping keep everybody
10 together and focused on how to keep the mission and
11 the movement of the trust going forward.

12 And I think we all need to recognize that not
13 just for the trust, but for probably our own lives
14 and our own businesses are our own vocations that
15 that there really hasn't been a playbook for much of
16 what we've done.

17 And that's both on the trust side and how we've
18 responded to funding requests and what we've
19 entertained, but also on the how do you keep business
20 or the lights on and things functioning and employees
21 moving in the right direction.

22 So, you know, I have a little bit of difficulty
23 just keeping everything within the boxes of a review
24 format like we have, but I think that, you know, my
25 own view and I think it's -- I'm here -- I heard

1 that.

2 I came a little late, but I heard that from him
3 Imran as well and I'd also like to hear ultimately
4 from Joanna as well. But I think that from the
5 internal perspective as well as from -- and I say my
6 internal perspective of working closely with Jim in
7 the last couple months, but also from the external
8 perspective, he has done an extraordinary job this
9 year.

10 MR. TROWBRIDGE: Thank you, Mr. Chairman. Other
11 comments or thoughts? And again, I think you raised
12 a very good point, Ken and that is that we are
13 somewhat clouded by the fact that the last three
14 months we have been operating in a crisis mode and
15 that is when you expect your CEO to really pivot on
16 almost everything.

17 But I can tell you that just some of the
18 opportunities for us as board leaders to be invited
19 to and participate. I did some work with the Diaper
20 Bank, which I didn't even know was an organization.

21 I know that you assisted with the PPE
22 distribution last week, and I'm sure many others have
23 been involved and invited and I think that's sort of
24 the next generation of a CEE.

25 The ability to really share that experience with

1 everyone; share that spotlight and engage folks. I
2 really appreciate sort of Jim's maturity in the role
3 now after a number of years to really embrace the
4 ability to support his team.

5 MR. HOFFMAN: I'm -- I did want to interject and
6 I will say in response to what you've just said, Jim.
7 Jim goes out of his way to shine the light on other
8 people, as well, at least in my experience and maybe,
9 maybe it's just me, but I've actually watched him on
10 tapes.

11 He sent me a clip of -- I think it was an
12 interview he did recently where he'll do a shout out
13 to me or somebody else in the organization and just
14 say well, you know, I also bring greetings from the
15 board chair.

16 And I think that would be great if I was sitting
17 there, but again, I think he -- I've seen him do it
18 internally as well in like employee/staff meetings
19 where he'll make sure and recognize and make sure
20 everybody recognizes that somebody other than he was
21 responsible or instrumental in getting something
22 done.

23 MR. TROWBRIDGE: Yeah, absolutely. I appreciate
24 that comment, and I think when you look at even just
25 this page and the one above it, where it talks about

1 all the various things that staff have been involved
2 with that go far beyond the CEO doing that, whether
3 it's Leadership Miami programs or other professional
4 development opportunities.

5 Even this year, I can share with you that the
6 Children's Trust traveled with us, with the students
7 from the Youth Advisory Group up to Tallahassee for
8 our flight.

9 And so we had four students also with our group,
10 which was very energizing and exciting for our
11 members who don't typically have that type of direct
12 impact.

13 And other than the fact the elected officials
14 were much more interested in the students, I think it
15 was an awesome collaboration. And I think that
16 really began because of, you know, working closer
17 with Jim, certainly in the Vice Chair role over the
18 last couple years, so -- other members that would
19 like to share or opine?

20 I mean, you obviously have a lot of
21 documentation in front of us related to the self
22 eval. But you know, if anybody wanted to comment
23 more on the engagement opportunities or budgeting
24 efficiencies.

25 I think we saw in the meeting on Monday as we

1 look toward Fiscal 21 budget. Again, we continue to,
2 you know, really right size. We spend very little on
3 overhead in terms of salaries against our total
4 budget.

5 Something that Jim has worked hard on every year
6 and every budget since he joined us, and I think we
7 see continued, you know, priorities with that even as
8 our budgets have grown and we've worked to reduce the
9 fund balance again at his direction.

10 MS. WELLER: Hello, Mr. Chair.

11 MR. HOPE: Mr. Chair? I'm sorry.

12 MR. TROWBRIDGE: Karen, please go ahead, Karen,
13 and then we'll come to you, Steve.

14 MS. WELLER: Okay. I just wanted to share that I
15 know in the past my concern has been that we see Jim
16 in in a different manner as the board of directors as
17 opposed to seeing him with -- interact with the
18 staff.

19 So -- but I want to say that this year, I was
20 able to actually go to one of the meetings. I think
21 it was, maybe it might have been the annual meeting.

22 And you can see the true leadership because he
23 let his staff to do a lot of the presentations. The
24 staff was doing the presentations and it was really
25 just a joy to be at the meeting to be able to see how

1 they interacted with each other.

2 They were having fun with each other at the same
3 time. They were also looking at all of the positive
4 things that they had themselves as an organization as
5 -- and as staff members were able to bring to the
6 table.

7 So it was good for me to see that in the
8 different perspective because that was something that
9 in the past when we're doing this, I felt that was
10 missing because again, you see -- we see him in a
11 different manner.

12 And -- but true leadership is really how the
13 organization works. And so, in that manner before
14 COVID, I was able to really see that -- loved the
15 interaction and see the dedication that the staff
16 had, not only with each other, but with the community
17 that they serve.

18 The other thing is just being able to really
19 respond to this COVID outbreak and just the things
20 that have been done -- the trust has done in taking
21 that proactive step under his leadership has been
22 something that is very, very encouraging and he's not
23 only a leader and an example of the trust, but
24 for many other organizations as well.

25 MR. TROWBRIDGE: Yeah, and I really appreciate

1 those comments. And twofold, I think one, that
2 feedback that was given back to Jim a year ago about
3 seeing more of those interactions and really drilling
4 down on staff created I think, what you're describing
5 as a way to really showcase that.

6 I also got to attend a staff meeting this past
7 year, and I couldn't agree more with your own
8 observations and also just being things like the
9 holiday party.

10 I think Ken and I were there together which was
11 a lot of fun. They clearly have a culture and a vibe
12 that is something special. They have a lot of fun
13 with one another.

14 And then I would say, you know, being out with a
15 number of the staff members at the diaper giveaway a
16 few weeks ago was another moment in a crisis and
17 seeing our community very up close and personal.

18 Some of the conversations that we even had
19 yesterday and thoughts, reminded me of that moment.

20 I don't think that happens if you don't have a CEO
21 who isn't listening and leaning into what the staff
22 is saying and leaning into the community as hard as
23 Jim has been doing, so appreciate that very much,
24 Karen. Steven? Mr. Hope, you're up.

25 MR. HOPE: Thank you, sir. Good afternoon,

1 everyone. Yeah, I just wanted to sort of add to what
2 has already been said. I think one of the key things
3 for me that stand out being someone who is fascinated
4 with what technology allows organizations to do is
5 that I think, when Jim came in we saw a continuous
6 attempt on the part of the leadership and management
7 to leverage technology to achieve greater efficiency
8 and effectiveness.

9 And I think enhanced -- in hindsight, given that
10 leadership philosophy, I think the organization was
11 well prepared for that transition during COVID-19 to
12 take the operation into a virtual environment and
13 continue to serve the grantees and the community so
14 it was not a reactive response at the time COVID-19
15 came around, but the organization was, you know,
16 fully prepared having done a lot of the groundwork
17 necessary when it came to leveraging technology. So
18 that I think is something that stands out for me.

19 And I think a lot of times people don't
20 understand all of the work it takes for the train to
21 arrive on time. They take it for granted that the
22 train arrives in time, but don't know a lot of the
23 work that takes place in the background, and I think
24 staff and the leadership have done such a good job
25 that folks assume that this was an easy process to

1 accomplish.

2 We are one of the largest funders in the
3 community funding maybe close to 200-plus grantees
4 and I have not heard a complaint at any of the board
5 meetings since we have transition to a virtual
6 environment. So, I think that is something
7 definitely that stands out.

8 And also, the first -- my first board meeting at
9 the trust was what I would describe as a baptism of
10 fire because at that time, many of the leaders in the
11 African American community were very concerned about
12 the relationship with Children's Trust, and they --
13 the small CEOs, particularly those in the African
14 American community.

15 I think the trust under Jim's leadership has
16 done a lot, while I do believe we still have some
17 more work to do, I think that the fact that we have
18 not had such contentious meetings since is a
19 testament to I guess, Jim and the leadership and
20 staff reaching out to the community.

21 All I would ask is that we at least continue to
22 look at how we can leverage those relationships
23 further. So, you know, as a board member, if I'm to
24 vote, obviously I'm one who is fully supportive of
25 the work that Jim has done so far, and I think that

1 he has done it seamlessly and I hope that there is
2 some consensus among the committee members when it
3 comes to that. Thank you.

4 MR. TROWBRIDGE: Thank you, Steve.

5 MS. FERRADAZ: If I could --

6 MR. TROWBRIDGE: Please.

7 MS. FERRADAZ: To Steve's comments on the
8 community engagement piece, I think it's very, very
9 impressive with Jim and the team we have done. We
10 see on, you know, Facebook, all the social media, how
11 staff actually go out to the providers.

12 Not you know, not just the monitoring visits but
13 actual, you know, just, you know, visits kind of
14 things, and also how the trust is at community events
15 all over the place.

16 But I think that community engagement speaks to
17 -- also to what Steve was talking about, the
18 relationship with the providers but also with the
19 community in getting the brand out there and so that
20 communities is aware of all the things that the trust
21 does.

22 So, that that piece stands out for me because
23 everywhere you go and every time you go on Facebook,
24 you see them somewhere. So --

25 MR. TROWBRIDGE: I think that's an excellent

1 observation, and I think again, knowing that 95
2 percent of the contracts have been executed on time,
3 I think creating the five year, you know, pathway has
4 been also a way to really lift many of these CEOs.
5 Give them that guidance very early on. It seems to
6 be a very strong investment.

7 We haven't had any real discussions at our
8 finance committee in more than a year about anybody
9 being on any type of, you know, probationary period,
10 if you will.

11 So, it's clear that there's a lot of, you know,
12 good work, good investment being done to make those
13 relationships even stronger. Mindy, I certainly want
14 to give you an opportunity to say a word or two.

15 MS. GRIMES-FESTGE: Thank you, Mark. I agree
16 with everyone, and I believe that, you know, when you
17 look at organizations and you look at how they work
18 together, and what they accomplish, it really says a
19 lot about the leadership.

20 I think when you have good leadership in any
21 organization, everything else kind of flows. And you
22 know, after hearing all of you, those of you who have
23 been to like staff meetings and things, you know,
24 I -- even not going to those, I would have thought
25 naturally that that is what would be happening

1 because of what's happening for the trust.

2 And the amount of work and the goals that
3 they're reaching, I think it says a lot. I think it
4 says a lot about Jim. I think it says a lot about
5 his leadership skills and his leadership style, and
6 it says a lot about, you know, how he treats the
7 people that work in the trust.

8 And, you know, I think that's something when we
9 look at. Everything, you know, we look at everything
10 here in front of us and see the things that he's
11 doing. We know the impact that the trust is making
12 on our community and everything just goes together.
13 I mean, we know that.

14 I don't I think even without looking at this, we
15 would have as directors would have already known this
16 because we see what's happening each and every time
17 that we meet. You know, we see the impact that
18 they're having on the different parts of our
19 community and how it's being expanded.

20 You know, we, as a board, we want things to
21 happen and Jim is carrying out that vision for all of
22 us. And I think it says a lot about him and the
23 trust and everybody that works with the trust.

24 MR. TROWBRIDGE: I agree, and I appreciate your
25 comments. I actually thought in one of the areas

1 that Jim was a little harder on himself than I would
2 have rated him. Maybe some of you thought that --

3 MS. GRIMES-FESTGE: I agree, Mark.

4 MR. TROWBRIDGE: -- as well. And it's tough to
5 do a self-evaluation because you don't want to be,
6 you know --

7 MS. GRIMES-FESTGE: You don't want to toot your
8 own horn --

9 MR. TROWBRIDGE: Right. Overly zealous.

10 MS. GRIMES-FESTGE: -- but he's doing a good
11 job.

12 MR. TROWBRIDGE: But I thought -- I really
13 thought under consensus and team building that he
14 overly, you know, rated himself a little bit hard. I
15 think he gave himself a three in the air and I
16 realized that there are some pretty broad strokes
17 there, you know.

18 Bringing together diverse elements, allowing
19 inputs, you know, effectively having all parties. So
20 you know, again, just from personal observation, both
21 formally and informally, you know, I think he's
22 probably a little bit higher than that --

23 MS. GRIMES-FESTGE: Hard on himself.

24 MR. TROWBRIDGE: -- as well. But that was my
25 only thing where I thought he was maybe a little hard

1 on himself, but I do think it's great when a CEO
2 understands that across seven or eight core
3 competencies, there's always going to be work to do.

4 There's always going to be things to work on.
5 That's where our goal setting comes from, but that's
6 also what keeps I think, you motivated in that role
7 is that you see there's much to accomplish. And
8 clearly, pandemics aside, there is plenty to
9 accomplish.

10 MS. GRIMES-FESTGE: And Mark, I just want to say
11 I think that even though in some areas he rates
12 himself, you know, high, I think that you have to --
13 he has to maintain that. And, you know, year after
14 year, he's been doing that.

15 You know, it's not the status quo. He's always
16 changing things around to make things better. And I
17 think that's something that I see. You know, I knew
18 him before he ever came to the trust for the district
19 but seeing how he has grown and, you know, really
20 made a lot of progress.

21 You know, I -- that's what shows and the fact
22 that he's not just, you know, doing it once he's
23 maintaining it, he's making it better, he's extending
24 what he's doing. I think that says a lot. Thank
25 you.

1 MR. TROWBRIDGE: I appreciate that.

2 MS. DONWORTH: This is Mary. I'm sorry. If I

3 could just --

4 MR. TROWBRIDGE: Hi, Mary. Welcome.

5 MS. DONWORTH: Hi.

6 MR. TROWBRIDGE: Just kind of going around the

7 room and talking a little bit about Jim's self-

8 appraisal and getting people's feedback. So I'd love

9 to give you that opportunity.

10 MS. DONWORTH: Thank you very much. Sorry, I'm

11 joining late. Yes, I want to say -- so I've seen the

12 trust over the years and I have to say I think Jim is

13 doing a phenomenal job.

14 And it's not just his own leadership. It's

15 really the entire staff, the professionalism, the

16 people who have been put in place, the delegation of

17 responsibility.

18 The, you know, the trust is very opportunistic

19 in the best sense and has put together just, I think,

20 a phenomenal, comprehensive, coordinated series of

21 interventions where the community that interlocks and

22 really looks at what does this community really need

23 to thrive, and is very thoughtful about it.

24 And, you know, just in terms of the

25 presentations, in terms of how the meetings run, how

1 the meetings used to run years ago, and how they run
2 today, you know, it's such a difference.

3 It's not to say anything, you know, obviously
4 about the past, but you see the growth. And so I
5 echo the comments. I think that he's doing a
6 phenomenal job.

7 MR. TROWBRIDGE: No, I appreciate that and
8 certainly a number of us who are on the Zoom call
9 today bridged across CEOs. And so, I think it is
10 natural to do some comparison shopping, but I like
11 your way of coaching. It has been really being about
12 growth and progress and moving things forward.

13 So I think that's something that's been an
14 expectation of this committee, but more than that, I
15 think that's an expectation of Jim as a leader, and
16 so that's what you want, is that, you know,
17 interconnectivity so that we're all working in one
18 direction. So if there are no other comments, then
19 what I would say -- please.

20 MS. REVELO: I was going to jump in just real
21 quickly, Mark.

22 MR. TROWBRIDGE: Oh, I'm sorry, Joanna. My
23 apologies.

24 MS. REVELO: That's -- no, that's quite all
25 right. I think that early on, there was a comment

1 made about wanting to have some understanding from an
2 internal point of view from the employee side.

3 And I can tell you, and many of you have already
4 referenced this, is that Jim is very well respected,
5 very well liked, has a great sense of sharing the
6 accomplishments, sharing the highlights in the video
7 that you saw there were other people besides Jim.

8 And the trust in totality was being highlighted.
9 It wasn't all about Jim and so that just speaks to
10 the person that he is, the leader that he is. The
11 employee I know very much respect him, very much
12 appreciate him.

13 They know that he has an open door policy. He
14 meets with each and every new hire. Occasionally
15 when we have the turnover, you know, people think
16 that there are greener pastures beyond the Children's
17 Trust. He meets with those individuals.

18 I can tell you that the staff, you know, know
19 that he listens. Many of you have already referenced
20 the change and in terms of growth and the progressive
21 ways that we are doing things. He listens very
22 closely to what he hears directly from the employees
23 as well as from his directors, and he's very
24 thoughtful about the decisions that he makes moving
25 forward.

1 So I just wanted to chime in, give you my two
2 cents worth on, you know, the internal point of view
3 from the employees.

4 MR. TROWBRIDGE: No, I appreciate that, Joanna
5 and other than Imran appearing in the video, I think
6 it was fantastic. So I'll go back to -- if there's
7 no other comment or feedback, then typically what we
8 do is --

9 MS. JEANTY: Mark?

10 MR. TROWBRIDGE: Yes, Muriel?

11 MS. JEANTY: Mark, I wanted to let the committee
12 know that Lourdes Gimenez wanted to chime, but she
13 has to deal with a personal problem.

14 MR. TROWBRIDGE: Oh, okay. Well, thank you for
15 letting us know and I hope everything goes well with
16 Lourdes.

17 MS. JEANTY: Yes.

18 MR. TROWBRIDGE: So typically at this point, if
19 there's no other general comments or feedback, we
20 really consider this process closed from our end on
21 the HR Committee, and then we ask our chairman who is
22 on the call as well, to then take our feedback and
23 meet with Jim one on one.

24 Typically that conversation talks a little bit
25 about compensation, talks about where he is in his

1 current agreement, and then begins really the goal
2 setting process for the upcoming year.

3 So, Ken, I don't know if you'd like to weigh in,
4 but that is a charge we hand over to you now with our
5 committees appreciation and feedback.

6 MR. HOFFMAN: Okay. No, I'm -- what -- this is
7 easy in the sense that I think it's all good.

8 MS. GIMENEZ: Yeah.

9 MR. HOFFMAN: I know Jim is -- I know the
10 compensation element is a different one, but Jim is
11 actually very sensitive about that this year, and we
12 haven't really had a direct conversation.

13 But what I think he's you're trying to tell me
14 is that he doesn't want to be considered for anything
15 that was, you know, taken wrongly in this era where
16 people are losing jobs, where we're trying to fund
17 more and more in the community.

18 I think that's, again that's to me that -- we
19 haven't had that conversation yet but that is the
20 conversation I think we're going to have because he's
21 been raising it a little bit.

22 And I think that's again, another sign of his
23 leadership, but also sensitivity to the surroundings
24 and what he does as a leader. So I do look forward
25 to having a conversation.

1 I think that, you know, again, it's very helpful
2 and that I think everybody's feedback is very
3 consistent with what I've heard, but also what I've
4 experienced, and I think that's great for the
5 organization.

6 MR. TROWBRIDGE: All right, Ken. And you have
7 our invitation to do that. I know Lotus has been
8 able to join us, so Lourdes if you want to unmute
9 yourself. I went around the Zoom and asked everybody
10 if they had any particular feedback to give either
11 based on Jim's self-evaluation or other observations.

12 Obviously, we reviewed him across seven or eight
13 different, significant metrics, but I want to make
14 sure you have a chance to share your thoughts as
15 well. So, take it away Lourdes.

16 MS. GIMENEZ: Thank you and I apologize. I had
17 a minor emergency with my mom, and I'm on the phone
18 because I don't have my laptop with me.

19 But yes, I would like to say, first of all,
20 thank you for the opportunity to be able to speak on
21 what I have read that Jim has done and more
22 importantly, what I have seen that he has done
23 throughout not only the pandemic, but throughout the
24 year.

25 Particularly during the pandemic, I believe he's

1 gone above and beyond. The Children's Trust has not
2 skipped a beat in any of the services that were
3 provided.

4 I think the newsletter that went home to the
5 parents on a monthly basis and, you know, letting the
6 children have activities to do while they were at
7 home, staying safe at home.

8 I believe that all of those takes a long time to
9 be able to get those things together were done
10 quickly and expeditiously so that our parents at home
11 could get the very best from what we had to offer.

12 I think Jim has done even more things when I
13 read his self-evaluation that he has not put in here.
14 I know that I've seen him on closed circuit TV via
15 the Miami-Dade channel where he speaks about the
16 Children's Trust and the initiatives at the
17 Children's Trust are making.

18 I believe that he really and truly has shown,
19 especially now in the pandemic where true leadership
20 comes in. And I believe that true leadership comes
21 in when there is a crisis, and if you respond quickly
22 and efficiently as he has to the crisis, it's in my
23 opinion, outstanding leadership.

24 I know he has a wonderful team that he has put
25 together and has or had when he got there. And based

1 on that team, it also helps him to become that
2 awesome leader that he is.

3 This year has been a very, very difficult year
4 for a lot of people. And I think that, you know, when
5 reading what he wrote in his self-evaluation, there
6 were things that he left off, and I'm sure because he
7 is a humble leader.

8 But in everything that I've read, I can tell you
9 that it is 100 percent, what he has done, has been
10 incredible. And, you know, the leadership he took
11 for the summer school to open up, how he's working
12 with Miami-Dade County Public Schools to be able to
13 -- I'm sorry, did I lose you? Hello?

14 MR. TROWBRIDGE: You're still with us. You're
15 here.

16 MS. GIMENEZ: Oh, okay. Somebody was calling
17 and I lost the screen. As I was saying, for the
18 summer school, to be able to offer those parents, I
19 know that during the pandemic at the beginning, the
20 offerings for those essential workers that needed
21 daycare centers for their children was still there.

22 And now for the summer programs, especially with
23 all the children, and I'm sure there's going to be a
24 lot of regression in the academics area, he quickly
25 took the helm in that department and is working very

1 diligently to open up as many and having the school
2 system as well help out in opening up as many to meet
3 the needs of our families and so the children are
4 well supervised and not left home alone.

5 I can't say any more. I mean, I could tell you
6 that in my opinion I've always had a high opinion of
7 Mr. Hodge. But now when I saw him in this crisis,
8 really working as he has.

9 And I've been in communication with him on
10 different things throughout the pandemic, his
11 response has always been quickly, or he has led me to
12 the staff members that I needed to speak with. Who
13 again, they have been amazing and any questions that
14 I've had.

15 So I know we're going to be continuing with
16 discussions regarding his evaluation, but I just
17 wanted to say that I am very proud that I am a board
18 member and this Children's Trust where he is the
19 President and the CEO.

20 MR. TROWBRIDGE: Thank you, Lourdes. I
21 appreciate your comments and they echo very much what
22 your colleagues have shared as we have gone through
23 the evaluation kind of one by one. So, if there are
24 no other formal comments, then I think we've asked
25 Ken to proceed in the sit down.

1 And Ken, I appreciate the sensitivity that's
2 already been sort of proffered. And maybe Joanna,
3 are we in a stance right now where staff are not
4 going to be receiving any COLA or raises? Is that
5 already something that's been looked at in terms of
6 trying to save dollars, like a lot of nonprofits are?

7 MS. REVELO: No, we haven't addressed that issue
8 yet. However, we are under a hiring freeze. The
9 good news is that we're fully staffed right now. So
10 the freeze that's in place shouldn't really have any
11 kind of negative effect on us.

12 MR. TROWBRIDGE: Okay.

13 MR. ALI: Mark, to answer your question.

14 MR. TROWBRIDGE: Go ahead, Imran.

15 MR. ALI: In the budget that Jim has prepared
16 that you just looked at, you know, he did not put any
17 kind of salary raises. As you know, historically, I
18 always put a line item in there.

19 I think discussing it with me and Bill, we just
20 think now is not the right time to be addressing that
21 with everyone suffering and we didn't want to propose
22 ourselves of funding, you know, that anyone is
23 getting raises at this point.

24 So, I know that's his position on this, you
25 know, and I know we talked about it last year, and

1 there were still funds available from last year's
2 budget for any kind of compensation increases that
3 Ken and him could discuss, but that's the position
4 that he has.

5 MR. TROWBRIDGE: Right now, I appreciate that
6 and I would assume, as you look around in terms of
7 best practices, especially nonprofits, who in many
8 cases we were not fully staffed.

9 And so when they froze positions, those are
10 right now I think indefinite. And then in other
11 cases some have had to, you know, begin to downsize,
12 especially as we've stayed remote, more long term
13 than predicted and whether or not a nonprofit maybe
14 got things like EIDL or paycheck protection or things
15 like that that may have been helpful to them in the
16 interim.

17 So, we know so many of our community based
18 organizations, you know, are also working payroll to
19 payroll, like people are living paycheck to paycheck.
20 So, I appreciate that.

21 Joanna, I know that our committee has some other
22 duties as assigned, but is there anything else you
23 might need from our committee at this time?

24 MS. REVELO: No, at this time I don't need
25 anything more from the committee. I think that there

1 will be a follow up discussion with the board chair
2 with Mr. Hoffman, but at this time, I don't need any
3 more information from you though.

4 MR. TROWBRIDGE: Okay, great. And I think we
5 had already gotten through the insurance renewals
6 which you guys did a terrific job and so now it's
7 even more important that we were able to save some
8 dollars in that process as we look forward to the
9 fiscal year ahead.

10 So I will ask if there is any other business
11 before the committee under discussion before we were
12 to adjourn?

13 MR. HOPE: Just one quick question, Mr. Chair.
14 We don't need to vote on this, correct?

15 MR. TROWBRIDGE: I don't believe so. I won't
16 defer to our attorneys. They're not with us, but I
17 don't believe that we need to vote formally other
18 than continue our practice of having the board chair
19 negotiate directly with our CEO has been already
20 discussed. So thank you, Steve.

21 MR. HOPE: Well, and just one governance
22 question. So does the chair then make a
23 recommendation to the board? Is that how it works,
24 or the chair has the authorization to the board to
25 negotiate?

1 MR. HOFFMAN: It's the latter according to Jim's
2 contract and I think the bylaws as well.

3 MR. HOPE: Okay.

4 MR. HOFFMAN: But one question I would have on
5 -- just on procedure. Joanna, have you received back
6 -- you'd have not received it from me, but have you
7 received back from others the evaluation then?

8 Because I think that would be helpful for the
9 record to the extent that the committee can turn
10 around and again, if there's any other comments, if
11 you want to do your own rating of Jim which will
12 probably be consistent with his rating based on this
13 discussion, just to have that as part of his HR
14 record.

15 MS. REVELO: I have not received anything back
16 directly. It's possible that Muriel has it. Muriel
17 and I will work together closely on that.

18 MR. HOFFMAN: Okay. And, you know, again, to the
19 extent that any of the committee members can do that,
20 I think that's good for the record, and it is a
21 reflection of what the committee's talked about here
22 as well.

23 MS. JEANTY: So I haven't received anything.

24 MR. TROWBRIDGE: Okay. So that's a great
25 suggestion. So, you all have a homework assignment.

1 MR. ALI: Mark, just to go back and just for
2 recollection. You know, I think we had agreed we
3 wouldn't do the core competency. That's where Jim
4 scored himself, and we had offered in the mail that
5 was sent out if anyone had any problems with the
6 score, and then they could let us know.

7 So, with everyone agreeing that, you know, he
8 scored himself appropriately except for the one
9 category where reference was made about consensus
10 building with the three, I think that Joanna could go
11 ahead and summarize the average of that, and that
12 would be the score that Ken will use when he
13 discusses these evaluation with Jim.

14 And just another point of reference. When we
15 were talking about cost of living increases, you
16 know, Jim, mentioned or Bill may have mentioned when
17 we did the summary, the Schedule A, the staff will
18 benefit from the fact that there were FRS Retirement
19 System increases that we had the trust took on as a
20 whole and did not pass it on to the staff.

21 And additionally, the increase to the health
22 care expenses, the trust also took that and did not
23 pass any of that on to the staff. So in a way the
24 staff is still benefiting from that and they have not
25 seen a reduction in paycheck because of those two

1 monetary increases because Jim made a decision not to
2 pass it on to staff.

3 MR. TROWBRIDGE: Okay. That's great news, but I
4 will leave the opportunity if anybody does want to
5 complete the form, you know, feel free to do that and
6 send that in just for the file.

7 MR. HOFFMAN: Or a personal --

8 MR. TROWBRIDGE: I leave that option open.

9 MR. HOFFMAN: Yeah. Or a personal note.

10 Just a --

11 MR. TROWBRIDGE: Yeah. An email to Muriel or
12 even to Imran or Joanna that just says, you know, I
13 concur, however you would like to capture it, but
14 some of you gave some very poignant comments that
15 would be appropriate as well. Anything else for the
16 good of the order of the HR committee?

17 MS. GIMENEZ: Mark, if I can, Mr. Chair? May
18 say something?

19 MR. TROWBRIDGE: Please, absolutely.

20 MS. GIMENEZ: One thing that I left out that I
21 thought was very important is, he was selected as one
22 of the 50 state leaders to be part of the 2020 Miami
23 Herald, Florida Influencer Series.

24 And when you look at the people that are
25 selected, you know, in the short time that Mr. Hodge

1 has been CEO and President of the Children's Trust,
2 he is among many who have been doing what they've
3 been doing, an amazing job as well in their fields.

4 So I think that speaks a lot into how we have a
5 leader that is not only great within the
6 organization, but also externally. Thank you.

7 MR. TROWBRIDGE: No, I appreciate that and I
8 think your observation was is that, you know, he
9 didn't include a lot of those accolades and
10 opportunities. And so for those of us who are also
11 out in the community and see that and recognize that
12 would certainly understand the, you know, the level
13 of respect that Jim has and also the opportunity to
14 be recognized for that service and high level of
15 performance. So, anything else? Thank you, Lourdes.
16 Anything else from anybody?

17 MS. JEANTY: Can I say something?

18 MR. TROWBRIDGE: Yes, Muriel. Of course.

19 MS. JEANTY: Okay. I heard what Joanna said
20 about the point of view from the staff and I wanted
21 to chime in with her. And I think that Mr. Haj has
22 been a true leader.

23 One of the things that he did that went straight
24 to my heart is that during the pandemic he made a
25 point to call every staff member to ask them how they

1 were doing or the family was doing, and if he could
2 do anything to help us.

3 That I think is having a personal relationship
4 with staff. It was to make sure that we are taken
5 care of. This is what I wanted to add and to
6 whatever he -- whatever else that Joanna said. We
7 really appreciate him and he should know.

8 MR. TROWBRIDGE: No, and I thank you sharing
9 that. I think for everybody that's on the call those
10 are the types of things that never end up in an
11 evaluation, but they do end up in your heart.

12 MS. JEANTY: Right.

13 MR. TROWBRIDGE: And so I thank you for sharing
14 that because, you know, it's a large group of staff
15 members that work with the trust and, you know, we
16 want to hear every voice, and so thanks Muriel for
17 sharing that. I appreciate that very much. Any
18 other feedback? Board members, staff or anybody
19 that's on the line? I don't know if we have anybody
20 under the attendee or participant line.

21 All right. Then seeing that, I will entertain a
22 motion to adjourn our HR meeting of June 17th.

23 MR. HOPE: Motion, Steve Hope.

24 MR. TROWBRIDGE: Thank you, Steve. Is there a
25 second?

1 MS. GIMENEZ: Second, Gimenez.

2 MR. HOFFMAN: It doesn't matter.

3 MR. TROWBRIDGE: All right, Lourdes. Thank you.

4 And without objection, ladies and gentlemen we'll
5 stand adjourned. Lourdes, I hope everything's okay
6 with your mom.

7 MS. GIMENEZ: Thank God, yes. She is doing a
8 lot better. They're just going to come now to put in
9 an IV but thank God she is. Thank you.

10 MR. TROWBRIDGE: You're welcome. All right,
11 everybody. Stay safe. We'll see you all very soon.

12 MS. GIMENEZ: Thank you.

13 MR. TROWBRIDGE: And I appreciate all of your
14 good work and your feedback. Thank you.

15 MR. ALI: Thank you.

16 MS. REVELO: Bye.

17 MS. JEANTY: Bye.

18 (Whereupon, at 2:49 p.m., the meeting was
19 adjourned.)

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Signed this 7th day of July, 2020.

Brenda Saliba, Transcriptionist

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