



**Human Resources Committee Meeting  
Transcript**

**April 7, 2022**

THE CHILDREN'S TRUST HUMAN RESOURCES  
COMMITTEE MEETING  
(IN PERSON QUORUM WITH SOME VIRTUAL ATTENDANTS)

The Children's Trust Human Resources Committee Meeting was held on April 7, 2022, commencing at 2:57 p.m., at 3250 Southwest 3rd Avenue, United Way, Ryder Conference Room, Miami, Florida 33129. The meeting was called to order by Gilda Ferradaz, Chair of the Human Resources Committee.

COMMITTEE MEMBERS:

Gilda Ferradaz, Chair

Karen Weller

Mary Donworth

Lourdes Gimenez

Laura Adams

Mindy Grimes-Festge

Pamela Hollingsworth

Kenneth C. Hoffman (ex-officio)

Leigh Kobrinski, Legal Counsel

STAFF:

James Haj

Imran Ali

1 STAFF (Continued):

2 Joanna Revelo

3 Juana Leon

4 Jack Bentolila

5 William Kirtland

6 Muriel Jeanty

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8 GUESTS:

9 Stasey Whichel

10 Idarmis Losada

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PROCEEDINGS

MS. FERRADAZ: May I have a motion to approve the April 7, 2022 Human Resources Committee meeting minutes?

MS. WELLER: So moved, Weller.

MS. GIMENEZ: Second, Gimenez.

MS. FERRADAZ: All in favor say aye?

(WHEREUPON, the committee members all responded with "aye.")

MS. FERRADAZ: Minutes approved.

MR. HAJ: It's going to be absorbed because we had resignations, we had some issues, so we do have unspent money that for this year we can absorb. Next year's budget, when we come into TRIM, the additional cost we put into next year's budget and voted upon at the TRIM meeting. So I just wanted to T it up like that and just turn it over to Jack. And I want to thank Jack, and Imran, and Bill, and Joanna, and many others, who spent months trying to get ready to get to this point. T up the HR presentation, so I'm not sure I'm going to go through the HR presentation or you're going to go through it or Joanna is going to go through it.

MR. BENTOLILA: It's your choice.

MR. HAJ: Go ahead, go ahead.

1 MR. BENTOLILA: Good afternoon. Thank you.  
2 We're going to start with the HR presentation and then  
3 go into the workforce study. I want to publicly thank  
4 Joanna who took on the line share of making sure to  
5 get back and forth. It's very difficult. The  
6 timeline from the window period we have available to  
7 get these quotes and start negotiating is very tight  
8 and short. So she had to deal with the insurance  
9 companies and, us as well, to get us all at the table,  
10 to get to -- which is -- right now the best case  
11 scenario, I think for our employees with this final  
12 outcome. So this -- we're going to go to the next  
13 screen.

14 You'll see the chart of the comparison between  
15 the market analysis with the insurance companies. One  
16 thing to recognize right up front, you'll notice that  
17 all the other carries, except for Signa, have been  
18 asterisked, and that's to clearly identify that  
19 although we did get proposals from all these  
20 providers, they were not at the same level as their  
21 current Cigna plan, right. So there's a loss of  
22 benefits to the employees that come in play with their  
23 proposals, that has to be taken into consideration  
24 with the larger picture and the environment we're in.

25 So all the carriers that we received quotes from

1 meet the AM Best carrier ratings, that's a requirement  
2 of The Trust. And you can see at the percent  
3 difference to their program in both percentages and  
4 dollar amounts. We negotiated with Signa, who -- if  
5 you go to the next screen. So Signa, we were able to  
6 secure 9.6 renewal rate. They came in at a 13 percent  
7 initially and we did negotiate with them in multiple  
8 in realms in order to have them bring that down to see  
9 if we can get the best plan for our employees at a  
10 reasonable renewable rate.

11 What this does allow is for this level funding,  
12 it allows more transparency across claims for data  
13 premiums and claims. Medical loss ratio, that's an  
14 assistance to us as The Trust when we're trying to  
15 analyze our medical expenses. By staying and choosing  
16 the Cigna plan, it keeps our existing medical plan, so  
17 there's no disruption to our current employees, their  
18 current doctors, anyone they're getting assistance.  
19 It is a PPO plan. The additional \$4,000 that they  
20 provide is for the wellness. And the telehealth and  
21 virtual on the screen is a mobile app, is a positive.

22 We're also, with this year, go to the next  
23 screen. We'll be bringing dental and vision to our  
24 Cigna plan. This played a couple of benefits to the  
25 organization. Right off the bat it gave us an

1 additional two percent reduction in the renewal rate,  
2 which obviously was something that was very  
3 attractive. There's no loss in coverage in either the  
4 dental or vision plan by moving to Signa. Actually,  
5 in some cases, there's an advantage to coverage for  
6 our employees, depending on which specific plan they  
7 choose within those choices. Has slight reductions on  
8 the premium renewals if we stay with Signa. And it  
9 brings a unified system for our employees.

10       So, our employees will now be able to access  
11 Cigna online to the mobile app and they'll see the  
12 medical, vision and dental insurance all in one spot,  
13 which makes it a little bit more efficient and cost  
14 effective for the employees. The life insurance are  
15 short-term and long-term remains the same. There was  
16 a rate pass for renewal on all those, so we remain the  
17 same with current provider.

18       Although the renewal -- there is a renewal each  
19 year, we feel that this is the best decision at this  
20 time for our employees with the current environment  
21 and the -- it aligns with the plan to retain and  
22 attract the right people to The Trust and that's very  
23 important. We've heard that from the Board over and  
24 over. And we will be working along with our employees  
25 in an education of the use of our medical plans and

1 how to leverage it in order to hopefully situate  
2 ourselves in a positive position for next year when it  
3 comes time for renewal again.

4 So in summary, the recommendation is to move  
5 dental, vision to Signa, make it a complete package in  
6 renewing our medical coverage with Cigna as it is now.

7 MS. FERRADAZ: Thank you for that presentation.  
8 Any questions or comments?

9 MS. DONWORTH: I just want to make sure I  
10 understand. So overall, the cost with Cigna has  
11 increased, but you negotiated down the level of it.  
12 And so staff people, like what they pay, how much more  
13 would staff pay, if anything, for their coverage?

14 MR. HAJ: So we have a very rich plan. The Trust  
15 covers 90 percent and the employee pays 10 percent.  
16 So whatever that delta would be, it would have the 10  
17 percent of that, which is nominal. You want the exact  
18 --

19 MS. DONWORTH: No, I texted Carlos just to find  
20 out for United Way, like what kind of -- we have  
21 Florida Blue, and it went up one percent with no  
22 change to the coverage. So I just don't know apples  
23 to oranges however that would compare.

24 MR. HAJ: And just for the record, we had Florida  
25 Blue for years and we received a significant reduction



1 three years, three or four years ago that we moved  
2 from Florida Blue. I think we had a -- I don't  
3 remember what the decline was, significant percentage  
4 decline three or four years ago.

5 MS. FERRADAZ: Any other questions, comments?

6 Okay, thank you. We're going to move ahead to  
7 the other presentation.

8 MR. BENTOLILA: Okay, thank you. Let me switch  
9 to -- so joining us for this presentation is our  
10 consultant, Stasey Whichel. Stasey is from Evergreen  
11 Solutions, LLC. We put out for quotes to acquire  
12 through competitive quotes, our consultant to assist  
13 us in this process. They've been a great partner  
14 throughout this entire process and had designed a  
15 program that really got information in from the staff  
16 and the market to make it a clear and comprehensive  
17 study.

18 Although some may say they've been waiting, you  
19 have a choice to do it fast or do it right. And we  
20 wanted to make sure we did it right. So Stacie is  
21 going to take us through this PowerPoint, explaining  
22 to you the process in place and how we got to the play  
23 plan that you all received and how it was constructed  
24 around the input from every single staff member. And  
25 I'll say this, and she can confirm, she indicated this

1 is the first time they had a 100 percent participation  
2 from staff in the survey. So we can genuinely say  
3 every employee had their voice heard in this study and  
4 they took it to the next level and comparisons against  
5 the market with other organizations. And you'll see  
6 that listed in this presentation as well.

7 So, Stasey, if you want to go ahead.

8 MS. WHICHEL: Thank you, Jack. I'm Stasey  
9 Whichel with Evergreen Solutions. We're based out of  
10 Tallahassee, Florida. And Jack is right, I'll touch  
11 on participation later, but this presentation is going  
12 to cover all the parts and pieces of what we did. The  
13 engagement we had from your staff throughout this  
14 process really made this a very thorough and  
15 worthwhile study. We really appreciate their  
16 participation.

17 So the goal of this study, doing your class and  
18 comp study, we're going to touch on that. I'm to  
19 touch on also the internal and external phases as part  
20 of the project that we go through and then bring you  
21 to these recommendations. And I think I got to say,  
22 next slide. There you go.

23 So the goals of this study, The Trust really  
24 wanted to ensure that the classification system that  
25 they had is equitable both internally and externally,

1 that any issues related to internal compression  
2 between classifications across departments was  
3 addressed. And they're also providing a class and  
4 comp system that's equitable and competitive with  
5 market peers. That the solution file that we're going  
6 to talk about here later on is sustainable. It's  
7 meeting your needs right now and it's adaptable moving  
8 forward. Okay.

9 So it began in January, and it begins with all of  
10 our studies began, it was with data collection. It  
11 collected all of your employee data, your salary  
12 schedules, job descriptions, work charts, all the  
13 information that we need to run that analysis behind  
14 the scenes. And then following data collections we  
15 connected onsite interviews and focus groups and we  
16 did that during the middle of January.

17 Next slide.

18 And the focus groups, I think we talked to,  
19 unless somebody was on vacation, I think we talked to  
20 all of your different employees. And we got a really  
21 good input from them. The focus groups give us this  
22 opportunity to really understand employees  
23 perspectives. It gives us opportunity to collect some  
24 background information that helps us as we're  
25 designing your solution file moving forward. It also

1 gives us an opportunity with your leadership, too, to  
2 talk to them about the mission, vision, direction,  
3 areas of concern, things that they feel are really  
4 working well, we take all those things into account.

5 One of the first questions we always ask in our  
6 focus groups is, what brought you to work here at the  
7 organization, and why are you still here, why have you  
8 built your career here with The Trust? And by large,  
9 all of your focus groups, it was that commitment to  
10 survey their community, it was the belief in the  
11 mission and the values of The Trust itself, the work  
12 that you guys do. It was the family atmosphere, the  
13 peer relationships, people really value those work  
14 peers that they, the relationships that they've built  
15 there. And job security, excellent benefits,  
16 especially coming through COVID, that really meant a  
17 lot to your staff. And the flexible schedules and  
18 that hybrid telework option, that many of them are  
19 still able to utilize, even now that we're hopefully  
20 kind of moving through COVID.

21 Next slide.

22 Along with the things that they enjoy, things I  
23 think are working well, we also asked them, where are  
24 those areas, maybe, to do something differently,  
25 things that they are concerned about, or things that

1 they would like administration to maybe consider  
2 moving forward. And heard a lot from folks about that  
3 internal compression between classifications. And by  
4 that, what we mean is, they felt like there was not  
5 enough separation between different types of  
6 classifications with different roles and  
7 responsibilities. They also felt like maybe some of  
8 their salaries were lower than peers and maybe some  
9 client organizations. There was some concern about  
10 some turnover in certain areas. There was requests  
11 for more opportunities for career progression.

12 So, a lot of your staff really want to have a  
13 long-term career, so they're looking for that ability  
14 to move, not just horizontally in a pay plan, but  
15 they're looking to be able to move vertically through  
16 some career progression too. There was also request  
17 for more delineation, clarity between certain  
18 classifications, so that you can better define what  
19 those job roles and job descriptions are.

20 Next slide.

21 Now, at the time of the data collection back in  
22 January, you have 79 employees on staff, you were  
23 utilizing 44 classification titles, and we looked at  
24 all of them in the study. And then you had a  
25 compensation structure that was based on having six

1 pay grades. And your numbering system form was one,  
2 five, ten, twenty, twenty-five, thirty. The range  
3 spreads vary throughout those pay grades, so from a  
4 low of 50 percent to a high of 114. And your midpoint  
5 progressions also kind of varied along with those  
6 range spreads, so a low of 23 and a high of 61.

7 Now your range spreads, those are the distance  
8 between minimum and maximum for each one of those pay  
9 grades. And then of course for the variation there,  
10 you're going to see that variation in the midpoint  
11 progression. Your midpoint is the middle of that pay  
12 grade.

13 And with all of that variation, it really can  
14 lend to having some internal compression issues. And  
15 even thinking about kind of the organization of how  
16 people are placed. What we'd like to see in a pay  
17 grade structure is a little bit more consistency in  
18 that structure and we'd actually like to see a range  
19 spread that's similar between 50 to 70 percent. Yours  
20 is going to be a little different just because of the  
21 size of your organization.

22 Now the job assessment tool is this other survey,  
23 this is again, 100 percent classification. I told  
24 Jack you guys should get an award for that, never had  
25 that before. One-hundred percent participation here

1 for this job assessment tool. And it's a survey that  
2 we ask all of your employees to fill out and it's  
3 about their specific job and their function and their  
4 roles. And based on their responses, we're able to  
5 really create a hierarchy of your classifications  
6 based on those five job factors, leadership, working  
7 conditions, complexity, decision making. It lets us  
8 create that structure of classifications from the  
9 entry level all the way to your senior leadership.

10 Now we create that hierarchy based on the  
11 responses that we get from the employees and from  
12 their supervisors responding and giving us feedback on  
13 top of it and then we give it to your project team to  
14 go, okay, did we get this hierarchy correct, do we  
15 have it weighted correctly. Because that's going to  
16 be a part of that foundation we're going to use in  
17 your pay plan that we're going to develop.

18 For our market salary, this is that external  
19 component that I mentioned. This is that part of the  
20 survey where we're going to reach out to those market  
21 peers, we're going to identify classifications, we're  
22 going -- that we're going to take to market, we're  
23 going to measure them against what your market peers  
24 are paying for the same or incredibly similar  
25 classification titles and see how you compare. Here's

1 the peers that we end up selecting to compare to.  
2 These peers were selected for a variety of reasons.  
3 We were looking at size, we were looking at population  
4 served, we were looking at size of the organization,  
5 we were looking at budgets. And all of that together  
6 with this variety really lets us kind of see where you  
7 stand. We did correct as needed for different cost of  
8 living values. So, all those things are taken into  
9 account.

10 Now we took 50 of your classifications to use as  
11 those bench marks. We collected a little over 250  
12 data points. And on average, we found that your  
13 market minimums, you were on average, your minimums  
14 were about eight percent below markets. That's at  
15 starting salary point for each one of your pay grades.  
16 You're catching up at midpoint at three percent. And  
17 at maximums, you're pretty much at market. All right.  
18 And I do want to say, too, keep in mind those are  
19 averages, so some are above and some are below.

20 So for your compensation changes, the  
21 recommendations that we're going to have here, they're  
22 going to be based on bringing you to a place of being  
23 competitive with a market. So you can really attract  
24 and retain that quality talent, those quality staff  
25 members for the organization. We also want to make



1 sure that the pay plan that we provided you is  
2 consistent in structure, so it removes all that  
3 variation that we saw earlier.

4 So your proposed pay plan, we've increased your  
5 number of pay grades you had. You had six and we're  
6 increasing you to ten. This gives you that ability to  
7 kind of address those internal compression issues that  
8 we identified earlier and that your staff even  
9 commented on.

10 So, we created a little bit more delineation  
11 between your classifications. We're starting you at a  
12 base area A1 at \$32,000. Your range spread is at 75  
13 percent. And your grade progression is at 15 percent  
14 with the exception of those last two levels of eight,  
15 nine and ten. Those are really your senior leadership  
16 levels. And we wanted to create a little bit of  
17 separation between that so you can really kind of have  
18 a difference in that structure for those higher level,  
19 very complex senior leadership positions. There's  
20 also a couple of options in there that are -- allows  
21 you space moving forward, so you can be adapted to  
22 change the next several years.

23 Recommendation is to adopt the proposed pay plan.  
24 It really will make you much more competitive for the  
25 market. It addresses those things that we saw

1 internally and that your staff members actually  
2 brought up and gives you that ability to move forward  
3 with a plan that will be sustainable for you for many  
4 years.

5 MR. BENTOLILA: Madam Chair, that concludes our  
6 presentation from our consultant. Again, just to  
7 reiterate, the plan does address the concerns of our  
8 staff that were brought up. It will help position us  
9 to retain our highly qualified staff, which is very  
10 important and also attract additional staff and meet  
11 the needs of the community moving forward. We can't  
12 resolve all the financial ails of the society and the  
13 cost of living in Miami, but this will at least  
14 position our employees to be in a better place, so  
15 thank you.

16 MS. FERRADAZ: Thank you for that presentation.  
17 Thank you for the great work with your consultant, and  
18 the staff for such robust participation. That's  
19 really great.

20 I have a question. On average, how much of an  
21 increase does that represent for existing staff?

22 MR. BENTOLILA: So, the pay plan proposal, we  
23 haven't moved, we're respecting the Boards -- we were  
24 coming to this meeting in order to get the temperature  
25 to see if this is something that would be supported,

1 and once it is then the next progression will go on.

2 And it ranges from -- it would depend where they are  
3 in the field, it could range anywhere from two percent  
4 to 15, depending on ranges and their current position.

5 MS. FERRADAZ: Okay, thank you.

6 I'll open it up to the board for any comments or  
7 questions.

8 MR. HOFFMAN: Yeah, I just have one question.  
9 Similar question. So when you mapped out the existing  
10 employees into the new pay grades, you're saying at  
11 the one end some people will only -- how do you map  
12 out within the middle of these ranges, which are still  
13 broad in terms of amount? Is that a judgment or are  
14 there some --

15 MR. BENTOLILA: No. It's very much set with the  
16 analysis from the consultants, what they would look to  
17 do. The highest percentage is going to be in our  
18 staff making the least amount of money and our biggest  
19 portion of the staff, right, which is also our entry  
20 level, our biggest area of entry. And then an  
21 analysis will be done to appropriately place those  
22 positions and then the staff within that new pay  
23 grade, based on their analysis that they did with the  
24 externals, their internal, and comparing the job  
25 descriptions to other job descriptions.

1 MR. HOFFMAN: So at the low range right now, the  
2 lowest one was --

3 MR. BENTOLILA: A1.

4 MR. HOFFMAN: -- \$20,000 salary in grade 1, that  
5 entry level position would be a \$32,000?

6 MR. BENTOLILA: Correct.

7 MS. HOLLINGSWORTH: To piggy-back, if I may,  
8 Madam Chair, on Ken's question, I guess I'd like to  
9 directly ask, does this provide you with the kind of  
10 equity we were looking for during this survey, and how  
11 long do we think this would be relevant, would we  
12 revisit again, in three year's time, or something like  
13 that, do you anticipate?

14 MR. BENTOLILA: So I think this sets the pay  
15 grade to our current status. The current status of  
16 the economy. I think it sets us up probably for a  
17 long while. There's the ability to adapt already  
18 built into this current plan. So the consultant, as  
19 she stated earlier, was the reason why they gave us so  
20 many levels was, in order to embed adaptability into  
21 our new proposed pay plan so that we can go for a  
22 longer time without having to revamp the entire plan.  
23 So they did give us that flexibility built into this  
24 existing plan.

25 MS. FERRADAZ: So within the range, how do you

1 determine where someone falls within the range, do you  
2 look at their length of service, or do you look at  
3 performance, or both, or anything else?

4 MR. BENTOLILA: So the consultants will conduct  
5 an analysis based on the job responsibilities and then  
6 those, as they indicated, positioned, be placed in the  
7 appropriate level, and then they would, looking at the  
8 individuals and how long they've been in that position  
9 and equate to relatively where they are in our current  
10 pay plan and where the closest proximity to that is in  
11 our new pay plan. So that way you get that internal  
12 equity adjustment for internal staff.

13 MR. HOFFMAN: Just another question. At the  
14 lowest level, we're now -- were we paying minimum wage  
15 at the \$20,000 level or?

16 MR. BENTOLILA: So we have -- our lowest  
17 individual was being paid slightly above minimum wage.

18 MR. HOFFMAN: So would this help us also in not  
19 being affected by the perspective changes in minimum  
20 wage?

21 MR. BENTOLILA: This new pay plan will position  
22 us so that way as the minimum wage increases or if a  
23 decisions made that we want to move to the end game or  
24 the hourly rate ahead of time, it will allow us the  
25 ability to do that.

1 MR. HOFFMAN: Within the range?

2 MR. BENTOLILA: Yes, absolutely.

3 MS. GIMENEZ: My question was aligned to what,  
4 Gilda, you were asking, so it was answered, but a lot  
5 of my other questions were answered in the  
6 presentations from staff and from the consultant. I  
7 think you said, Jim, for 20 years had not been looked  
8 at since the implemented.

9 So, I think that's important that we stay with  
10 the times and with the changes. I know it's very  
11 difficult right now, ever since COVID to get personnel  
12 at any place, not just in organizations like The  
13 Children's Trust, United Way, Miami-Dade Public  
14 Schools, et cetera, and I think competition is pretty  
15 simple, you get what you pay for. And I think in an  
16 organization such as ours where we're actually being  
17 of service to children and families in the county, we  
18 need the best and we do have them.

19 So, we can attract them. We recruit them and  
20 then we can lose them and we don't retain them because  
21 of something where it was not commensurate to other  
22 pay scales in other organizations such as ours. So I  
23 think, like I said, a lot of the questions were  
24 answered through the presentation of staff and the  
25 consultant and I really think that we're getting to

1 the point that we need to be competitive, we need to  
2 recruit the very best and keep the very best. And I  
3 know, coming from Miami-Dade County Public Schools, we  
4 had many teachers that would leave to become medical  
5 sales persons or insurance agents or consultants  
6 because the pay wasn't there and we lost a lot of  
7 really good personnel because of that. So I really  
8 believe, again, we're servicing children and families.  
9 We're not a company that does computers or cars or  
10 anything like that, so for me, I think it's an easy --  
11 I like this plan.

12 I think you really thought it out. I think the  
13 consultant really looked at the things that we needed.  
14 I think you included your staff, which is very  
15 important and what their comments were or what their  
16 needs were. And so I like the work that was done.  
17 And I compliment staff, Jack, with the group that  
18 worked with him on this on a plan that I feel we  
19 should support.

20 MS. HOLLINGSWORTH: Madam Chair, one more  
21 question or maybe asking for an observation. I like  
22 the additional steps, I think that makes good sense.  
23 I too, I agree with Lourdes that this will speak to  
24 retention. However, with retention comes often the  
25 glass ceiling. Do you have other plans in place to

1 secure or to encourage internal advancement over time?  
2 I know it was stated, but are we looking at it  
3 specifically because that's part of retention.

4 MR. HAJ: The quick answer is yes. The two main  
5 focuses was this is a midyear correction by position.  
6 The merit increase is still going to come in October.  
7 This is a midyear to correct the positions. And the  
8 two themes we heard was pay and upward mobility. So  
9 the plan addresses upward mobility, but we're also in  
10 discussion how to create either lead positions, senior  
11 positions, other positions to create that upward  
12 mobility.

13 MR. BENTOLILA: I'm sorry, if I can interject as  
14 well. The fact that this plan has given us more  
15 flexibility with those levels is going to allow for  
16 that evolution to occur and address those needs from  
17 the staff.

18 MS. FERRADAZ: I have a question. I know this is  
19 focused on salaries, is The Trust also looking at  
20 other benefits that you can offer staff to get people  
21 to stay or to attract people to come here?

22 MR. BENTOLILA: So, as the consultant said, one  
23 of the things that was called out was our hybrid work  
24 schedule. That's been extended. So we have the  
25 entire year set up, so our staff does see that as a



1 value add and that's also part of the recommendation  
2 with today's insurance. RCO has let the decision to,  
3 you know, at this time it's right to stay with Cigna  
4 because there's value add in benefits. And as our  
5 consultant, you know, she brought it up in meeting  
6 with us and our staff, especially nonprofits and the  
7 work that we do, salary is one component, and  
8 benefits.

9 So, the fact that The Trust is a member of the  
10 FRS, and it provides our employees that pension or  
11 investment plan that they choose for their long-term,  
12 our benefits package also provides health insurance,  
13 short-term, long-term, so those are value adds on top  
14 of salary within this new pay plan makes us able to  
15 really retain and attract highly qualified staff.

16 MR. HAJ: Madam Chair, if I may. So two things,  
17 one, as Jack stated, just kind of timeline, we have  
18 not reviewed all of this with the staff. We didn't  
19 want to get ahead of ourselves before we came to the  
20 HR Committee to have this discussion. We have an also  
21 staff meeting scheduled for Tuesday, where two things  
22 are going to be talked about. One is this, and two  
23 is, when we also came back from COVID, when we came  
24 in-person, we met, I asked all the executives,  
25 directors, ADPs, to meet with every staff member and

1 have a conversation on what's going well, what are  
2 areas for improvement. We had a retreat about that.  
3 We'd been working for months and that will be a second  
4 part of the conversation at the retreat of what we've  
5 done. We've heard you, this is what we've done to  
6 make -- to listen to your concerns and where we have  
7 action, where we do not have action, just to close  
8 loops on feedback.

9 So, I think compensation is an important piece,  
10 but also being valued and having their voices heard,  
11 and that we're closing that loop, are we getting back  
12 to them. In addition, maybe we're not doing anything,  
13 but at least tell them we're not doing anything on  
14 certain aspects. But I think we've come far in a lot  
15 of the touchpoints, the salary, the benefits. We're  
16 looking at HR, the compensation. Because we want to  
17 make the insurance. We did not want to pivot for  
18 insurance for a reason, we want to come to the staff -  
19 - this is a time to celebrate from The Trust, from the  
20 leadership, the Board, that we want to celebrate  
21 staff.

22 So, we don't want to come with a raise and then  
23 switch a plan and try to have some cost savings on the  
24 insurance side. So I think it's the entire  
25 compensation benefit that we're going to, hopefully

1 the Board will adopt this, as well we have benefits  
2 and we will come back with all the staff on Tuesday,  
3 letting them know what's going forward. The details  
4 will not be shared with the staff about actually where  
5 they land until the Board fully approves it after the  
6 Board meeting. So that is kind of the timeline going  
7 forward.

8 MS. FERRADAZ: So did I understand correctly,  
9 that the consultant will be involved, continue to be  
10 involved in this other more grandeur analysis?

11 MR. BENTOLILA: Yes. They're engaged with us to  
12 the timeline that our CEO just laid out. So as soon  
13 as this Committee makes a decision or makes a  
14 recommendation that will allow us to move forward with  
15 the staff meeting and have everything in place. So  
16 shortly after the Board meeting we can implement the  
17 solutions.

18 MS. FERRADAZ: Anyone else with any other  
19 comments? Do we need to take action on this item?  
20 Okay. May I have a motion to recommend to the full  
21 Board the proposed health insurance proposal and pay  
22 plan?

23 MS. DONWORTH: Donworth.

24 MS. HOLLINGSWORTH: Second.

25 MS. FERRADAZ: Any further discussion or

1 questions?  
2 (No verbal response.)  
3 Hearing none, all those in favor?  
4 (WHEREUPON, the committee members all responded  
5 with "aye.")  
6 MS. FERRADAZ: Any opposed?  
7 (No verbal response.)  
8 MS. FERRADAZ: The motion passes. Thank you.  
9 We have one other resolution. Resolution 2022-A:  
10 Resolution recognizing and designating Juneteenth as a  
11 paid legal holiday to be observed by The Children's  
12 Trust on June 19 of each year. Details of that you  
13 can find on page 3 and 4.  
14 May I have a motion?  
15 MS. DONWORTH: Donworth.  
16 MS. GRIMES-FESTGE: Second.  
17 MS. FERRADAZ: Any discussion or any questions on  
18 this item?  
19 MS. HOLLINGSWORTH: Sorry, I'm having problems  
20 with my mic today. I just wanted to make an  
21 observation. I truly appreciate the universal  
22 adoption of this holiday for The Children's Trust.  
23 Many agencies and organizations are choosing to make  
24 this a floating holiday rather than a designated  
25 holiday, so this is very exciting to me. So I'm very

1 much in favor.

2 MS. FERRADAZ: Any other comments?

3 (No verbal response.)

4 MS. FERRADAZ: Okay, hearing none, all those in  
5 favor?

6 (WHEREUPON, the committee members all responded  
7 with "aye.")

8 MS. FERRADAZ: Any opposed?

9 (No verbal response.)

10 MS. FERRADAZ: The item passes. Thank you. Any  
11 other business for this committee today? No? If not,  
12 we are adjourned. Thank you.

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15 (Whereupon, at 2:53 p.m., the meeting was  
16 adjourned.)

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CERTIFICATE OF TRANSCRIPTION

The above and foregoing transcript is a true and correct typed copy 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.

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Christy Caldera, Transcriber

May 4, 2022