

THE CHILDREN'S TRUST
HUMAN RESOURCES COMMITTEE MEETING

The Children's Trust Human Resources Committee Meeting was held on Tuesday, December 19, 2017, commencing at 3:06 p.m., at 3150 S.W. 3rd Avenue, Conference Room A, Miami, Florida 33129. The meeting was called to order by Mark Trowbridge, Chair.

Mark Trowbridge, Chair, Coalition of the
Local Chamber of Commerce
Alvin L. Gainey, Vice Chair, PTA/PTSA
Laurie W. Nuell, ex-officio, Member At-Large
Gilda Ferradaz, Florida Dept. Of Children & Families
Claudia Grillo, Board of the United Way
of Miami-Dade County

STAFF:

James R. Haj, President/Chief Executive Officer

Imran Ali, COO

Joanna Revelo, PHR, Human Resources Manager

Muriel Jeanty, Clerk of the Board

1 P R O C E E D I N G S

2 (Recording of the meeting began at 3:06
3 p.m.)

4 MR. TROWBRIDGE: I call this meeting to
5 order. This is the Human Resources Committee
6 Meeting, Tuesday, December 19, 2017. Welcome,
7 everybody. Thank you for making time in this holiday
8 season to come together and address a couple of
9 topics that fall under the auspices of the HR
10 Committee. And we are newly reconstituted. So thank
11 you, Madam Chair, for not only joining us, but for
12 giving each of us an opportunity to continue our work
13 in service to the Trust.

14 We have a couple of tasks ahead of us
15 today, but also certainly would like input from you
16 on a number of items and what else we could be
17 talking about as an HR Committee not only today, but
18 going forward.

19 Muriel advises me that we have a quorum
20 and that we have no public comment. So if you-all
21 will be fine with that, we'll move right into our
22 discussion items, of which we have two today.
23 Probably the most significant one will be the second
24 item, but I do want to draw everybody's attention to
25 the first, which is looking at the bylaws.

1 And so you have a copy in front of you.
2 Specifically, if you could, look at page 3, as it's
3 known here, 3 of 11. And under item number 3, which
4 is highlighted, talking about the Human Resources
5 Committee. And just what thought I'd share with you
6 is that, you know, what sort of our constitution is
7 in terms of the membership.

8 But when it comes to sort of what our
9 tasks are, I think it's something that we may want to
10 address either as things that we have done, haven't
11 done, should be doing, should be passed off maybe to
12 another group within the Board, or are there things
13 that aren't listed there that we should potentially
14 be tasked with.

15 So one is working, obviously, on wage and
16 benefits. Another one is related to insurance and
17 benefit programs. Our affirmative action plan, which
18 is developed by the staff, and then the last is the
19 evaluation and performance evaluation of the CEO of
20 the Trust.

21 So those are the four items that are
22 specifically noted in that section. And so I think
23 most of us who have been involved, including in the
24 past when Jim was first brought on board,
25 participated in not only helping develop an

1 instrument for evaluation, but worked with him in
2 that process.

3 And so I know it may seem hard to
4 believe, but Jim is nearing the end of two years with
5 us and, with his agreement, it moves very quickly.
6 And so we'll talk about that as the second item.

7 The other thing I was going to mention is
8 that on the insurance side, I'm assuming that -- and
9 some of you are nonprofit folks yourself -- a lot of
10 that is handled at staff level and maybe, you know,
11 that might need to be a recommendation.

12 But maybe, Imran or Joanna, maybe you
13 guys can walk us through typically how that process
14 works -- I know we're in that process now -- and how
15 we can either be helpful or, you know, defer that to
16 staff, unless there's something unusual that happens.

17 MS. REVELO: So our insurance plan year
18 begins May 1st and it goes through April 30th.

19 MR. TROWBRIDGE: Okay.

20 MS. REVELO: And so, then, by law the
21 insurance carriers, our broker provides us 45 days
22 prior to May 1st what the renewal rates will be.

23 MR. TROWBRIDGE: Okay.

24 MS. REVELO: And so it's a little bit
25 early right now, December, January, to look at that,

1 but they will provide us a report. It has the loss
2 ratio. And then as they begin to shop the renewal
3 rates with the different carriers -- and as we all
4 know, the insurance industry, a lot is going on with
5 that. We experienced some of that last year.

6 They will look at that. They'll go out
7 to all of the carriers, including the one that we
8 currently have. They'll look at our loss ratio, our
9 demographics, the claims, loss on that. And then
10 they'll come forward and they'll present that to us
11 so that we have that information.

12 I then sit down with both Jim and Imran.
13 We review those plans that they have. We try to make
14 an assessment as to what would be the best plan for
15 the staff that we have, keeping it with the structure
16 and the history that we've had it all these years,
17 since the inception of the Trust.

18 That process takes probably a good month
19 or so for us to really, you know, agree with whatever
20 it is. In that process, we do go back and forth a
21 little bit. They're trying to get to, you know, as
22 close of a picture in that point in time as possible.

23 Once we've made that decision, which is
24 usually done in early to mid April, then if there are
25 no changes or if they're very small changes to the

1 plan and the carrier, they would go through our open
2 enrollment with the staff and like many other places,
3 we are moving towards self-sufficiency in doing the
4 open enrollment. We still have the broker and our
5 third party come on-site and provide whatever
6 technical assistance is needed for the staff that
7 needs the help.

8 And then that's pretty much it. Then
9 we're going to go for the new plan year, which, as I
10 said, is May 1st.

11 MR. TROWBRIDGE: So that's May 1st even
12 though our fiscal year is October 1?

13 MS. REVELO: Correct.

14 MR. TROWBRIDGE: So you're doing that
15 sort of midway through. And so do you make a
16 projection in the budget what you think that number
17 is going look like and then try to work within that
18 framework or -- because it's hard to know. There's
19 so much volatility in the insurance market. It could
20 be single digits all the way to double digits and
21 then giving you --

22 MS. REVELO: Right.

23 MR. HAJ: We do run the projections. And
24 what we also do, too, is that we've been doing a big
25 push on prevention and wellness and try to bring that

1 down. And we also look at the claims and what our
2 claims and where the money is going. You have to
3 follow -- all the laws. But we can see the breakdown
4 of the usage. So we've had a big push this year.

5 We've been very fortunate because we have
6 a big push for wellness. Also we've downsized the
7 staff a lot. So that --

8 MR. TROWBRIDGE: Yeah, I was going to say
9 we're down now --

10 MR. HAJ: -- so that does --

11 MR. TROWBRIDGE: -- under 75 or so --

12 MR. HAJ: Yeah.

13 MR. TROWBRIDGE: -- people. So that
14 changes the pool --

15 MR. HAJ: That changes.

16 MR. TROWBRIDGE: -- and the cost.

17 MR. HAJ: So we've been able to really
18 hold costs steady. Not just -- even with loss but as
19 a per person --

20 MR. TROWBRIDGE: Right.

21 MR. HAJ: -- and --

22 MR. TROWBRIDGE: Okay. And you're using
23 the AlphaStaff folks to help you go out to the market
24 and work on your behalf.

25 MS. REVELO: Yes. And the relationship

1 that we've developed over the years, they're also
2 able to leverage their -- what do I want to say? --
3 their -- they're able to leverage their pull,
4 their power --

5 MR. TROWBRIDGE: Yeah, they have buying
6 power.

7 MS. REVELO: Exactly.

8 MR. TROWBRIDGE: Okay. Okay. That's
9 good. That's good. So you're just in the early days
10 of that process, right?

11 MS. REVELO: We're in the early days of
12 the process, a little bit early. I usually let her
13 know in the new year that we're ready to start
14 looking at that.

15 MR. TROWBRIDGE: Right.

16 MS. REVELO: And if there's any change --
17 right? -- because we've also talked about, you know,
18 the pricing structure -- right? -- whether or not we
19 continue with the same plan that we have, the way
20 that it's built out, 90 percent cover employees, 90
21 percent cover the dependents, whether or not we want
22 to go into a high deductible plan, keep the
23 deductions where are they are.

24 So we look at all of that. And if
25 there's no real changes, then they go out to the

1 market and then they come back with the
2 recommendations.

3 MR. TROWBRIDGE: Okay. Questions from
4 the committee?

5 MS. FERRADAZ: So you have one who would
6 come up with one plan. It's not like staff have
7 it -- able to pick different options or --

8 MS. REVELO: We actually -- right now we
9 actually do have two plans.

10 MS. FERRADAZ: Two?

11 MS. REVELO: We have found over the years
12 that we're able to really come to staff with one good
13 plan. But the last two, maybe three years we have
14 had two plans. One is much more expensive. So
15 there's more cost involved to the employee to buy
16 into that plan.

17 And that was done right when, just
18 because of costs, we had to go to -- for the first
19 time -- I think it was two years ago. For the first
20 time we had to introduce a deductible to our plan.

21 But usually it's -- it's, you know, one
22 or two plans. We -- look to see if all the other
23 plans -- how they compare against each other. And
24 so --

25 MR. HAJ: And some of that is -- there's

1 only less than a handful on the second plan. Now, a
2 lot of that, too, we talked -- it's an education
3 piece. Sometimes people think a Cadillac you pay
4 more, you get more. And sometimes that's not the
5 case. So it's more of educating our employees to be
6 better consumers too. But right now we're at four or
7 five people on the other plan?

8 MR. ALI: I think we're at five.

9 MR. HAJ: Five.

10 MS. REVELO: Yeah. Yeah. Very small.

11 MR. TROWBRIDGE: Great question. Alvin,
12 any thoughts or --

13 Claudia, how do you guys do things at the
14 United Way? Is it more staff driven or -- versus
15 pool --

16 MS. GRILLO: It's totally staff driven
17 until they have the options, and then they bring that
18 forward with their recommendation to our finance and
19 administration committee. If it became more
20 complicated, they would do a -- I think we provide
21 three choices. Always three. Not -- I was thinking
22 it might be four, but it's three. And so -- and I
23 think more than one choice is good.

24 MS. REVELO: Yeah. Health care and the
25 options provided in health care and then the

1 different structures, it can be, you know, really
2 very confusing.

3 MS. GRILLO: Yeah. I think we do the
4 HMO, the PPO, and then the health savings --

5 MR. TROWBRIDGE: Oh, yeah, an HSA
6 account.

7 MS. GRILLO: Uh-huh. I think that's what
8 we do. But I'm sure what you're doing is --

9 MR. TROWBRIDGE: Yeah. I guess my
10 thought is that, well, we're here obviously to be a
11 resource. You know, most of it's happening, I think,
12 at the staff level. Maybe, you know, our involvement
13 and our, you know, thought process is that if you get
14 into the weeds with something or it's hit or coming
15 back and it's a 20 percent increase or something like
16 that -- you know, in the Chamber we're much smaller,
17 but we do the same process through a broker and
18 basically we kind of capture it in the budgeting
19 process.

20 Our open enrollment is also not
21 concurrent with our fiscal year. So we do
22 projections and it starts, you know, five months in.
23 But, you know, we use a placeholder number, if you
24 will, and then it ends up sometimes being a cushion
25 for us because maybe the increase comes back a little

1 bit better.

2 So maybe that's something for us to look
3 at, big picture, is that it isn't necessarily bylaw
4 driven but that we're here as a literal human
5 resource to you folks who are working in a number of
6 entities. Madam Chair, please.

7 MS. NUELLE: Well, so one of my concerns
8 is with what's written in the bylaws and -- which
9 we -- at some point in the new year I'm going to have
10 the bylaw committee review the bylaws.

11 So in the bylaws it says that we are --
12 this committee is charged with the review -- to
13 review the proposals of companies offering employee
14 insurance and benefits programs. So that is
15 something that we don't do. So --

16 MR. TROWBRIDGE: We haven't -- yeah.

17 MS. NUELLE: -- I think that we -- you
18 know, I would like some, I think, discussion and
19 recommendation from this committee as to -- is that
20 something that we should be doing? Is it something
21 to not do, like, to -- that we could, you know,
22 recommend to the bylaws committee when the time
23 comes?

24 But, otherwise, we either -- I believe
25 that we either should do the things that are in the

1 bylaws or change that as opposed to just ignore them.
2 And I don't think we did it on purpose or anything
3 and so -- and that's the case in a few of these with
4 human resources, which I -- why I think human
5 resources is really an important committee.

6 So, anyway, that's from my perspective,
7 what I'm concerned about.

8 MR. TROWBRIDGE: Sure, yeah. I didn't
9 sense any concern from the group that if that was
10 handled at a staff level, unless we got to a
11 particular issue and maybe there's another committee
12 that that then gets shared with versus having it so
13 structured in the bylaws.

14 I mean, again, being a resource, I think
15 is probably the overarching goal of what we're doing.
16 But staff is very much driving this process.

17 MS. FERRADAZ: Does staff normally bring
18 the recommendation after you do all your analysis and
19 review the different options and all that? Do you
20 bring that recommendation to any committee or no?

21 MS. REVELO: No. But I think, Jim, you
22 shared with Laurie at least the big picture of what
23 we're looking at.

24 MR. HAJ: Yeah. I think -- well, I'm not
25 sure of the history. I think especially initially

1 when the Trust started, that it was a heavy lift.
2 Now it's not really that heavy of a lift. I mean,
3 AlphaStaff comes, packages it, it's pretty, you
4 know -- it goes out to kind of a competitive bid.

5 We get back six kind of quotes, dollar
6 figures. We usually go -- you know, unless something
7 is different, you go with the lowest bidder. Not
8 always, but for the most -- in most cases we do.

9 MR. TROWBRIDGE: And do you-all remember
10 what the increase was last year for you?

11 MR. HAJ: It was minimal. It was --
12 initially when we started, it was three, four, five.
13 We all -- we kind of pushed back instead. They then
14 came back and I think it was at one percent. And
15 they average -- I think average health care nowadays
16 is -- for years it was at twelve percent, eight to
17 twelve percent. So we were happy with one percent.

18 MR. TROWBRIDGE: Yeah.

19 MS. GRILLO: What's your timing to do the
20 bylaw process?

21 MS. NUELLE: I don't have it yet. But we
22 were -- we had decided to wait until after -- you
23 know, into the new year. So probably in January,
24 sometime in January, but I don't have it set yet.

25 MS. GRILLO: Right. So if it's -- if

1 it's done before the --

2 MR. TROWBRIDGE: May --

3 MS. GRILLO: -- decision is made, then --

4 MS. NUELLE: Oh, yeah.

5 MS. GRILLO: -- we probably need to come

6 together and look at those and hear your

7 recommendation and then I'm sure we'll approve your

8 recommendation but --

9 MS. NUELLE: Uh-huh.

10 MS. GRILLO: -- and then you can check it

11 off that we followed it. But I think a -- the

12 council kind of changed there would be appropriate.

13 Because --

14 MR. TROWBRIDGE: Yeah. Instead of so

15 strong of a review --

16 MS. GRILLO: -- I think we need

17 to micromanage that --

18 MR. TROWBRIDGE: Yeah. And it sounds

19 like you guys have a good handle that you've not only

20 worked your -- your third party, but that they've

21 come back -- I mean, to get a minimal increase like

22 that in a volatile market is phenomenal.

23 MR. ALI: Well, as you mentioned -- I

24 mean, I was on the Board when it was started. And a

25 lot of these were written in a way to make sure that

1 everything that was being created was being vetted by
2 different committees, you know, because it's --
3 especially if it -- with insurance and the whole wage
4 and benefit package, you know, that came several
5 times, you know, to the Board for final approval. So
6 a lot of --

7 MR. TROWBRIDGE: Yeah. When is the last
8 time that we did a good, strong bylaws review and
9 kind of --

10 MS. NUELLE: Well, this says the bylaws
11 were amended and approved 4/7/2014, but I don't think
12 that --

13 MR. TROWBRIDGE: Probably that --

14 MS. NUELLE: -- that was just that really
15 one --

16 MR. TROWBRIDGE: -- the section, though.

17 MR. ALI: Probably just the option --

18 MS. NUELLE: -- that was just -- right --
19 the one area --

20 MR. TROWBRIDGE: Yeah. So this probably
21 hasn't been looked at since --

22 MS. NUELLE: I don't think the bylaws have
23 really been looked at. So that's why I said I think
24 it's time to --

25 MR. TROWBRIDGE: Okay.

1 MS. NUELLE: -- look at them --

2 MR. TROWBRIDGE: But it sounds like we
3 have support for that and everybody is comfortable
4 with what staff doing and knowing that -- to Gilda's,
5 you know, point that if there is a reason, that at
6 least there's someplace to come to.

7 But I think, you know, we could maybe
8 even look at the language of that and provide that to
9 the bylaws committee as something more that provided
10 support for versus direct review. And, hopefully,
11 that the brokers are equally amenable to the low
12 increases again.

13 And how many -- how many employees are
14 using the insurance? Because I'm sure not everybody
15 is because some are probably through spouses or
16 partners.

17 MR. HAJ: Very few.

18 MS. REVELO: Of the -- I would say of the
19 70 that are on the plan, there's -- I know two --
20 no -- there's four that are not on the plan.

21 MR. TROWBRIDGE: All right. So you're
22 offering a great plan that people feel is accessible
23 and affordable. And the employers do make a
24 contribution?

25 MS. REVELO: Yes.

1 MR. HAJ: Yes. And I think it's a great
2 plan. What we have been doing the last year and a
3 half, we've been giving employees a compensation
4 statement so that they see salary. But there's also
5 back end benefit so that they realize that, you know,
6 the Trust is investing in health care and other
7 areas. And we also utilize the same benefit to
8 attract new employees. Because sometimes the salary
9 doesn't attract them, but the back end --

10 MR. TROWBRIDGE: Trust me. The benefit
11 packages in nonprofits sometimes are the
12 decision-maker.

13 MR. HAJ: So we've been -- we actually
14 have one that accepted a job last week because of the
15 compensation. Salary, at first, was no. Then we
16 showed them an old compensation statement, and they
17 changed -- so we want our employees to know that we
18 take care of our employees, but it's unseen. So we
19 put it in front of them that it is a benefit.

20 MR. TROWBRIDGE: Yeah.

21 MR. HAJ: It's a huge benefit for them.

22 MR. TROWBRIDGE: Again, we're just in an
23 environment, at least when it comes to the insurance,
24 it's constant conversation at, you know, every level,
25 you know, in government and that people are paying

1 even a modest amount of attention if they know that
2 the fact that if they didn't have folks like
3 yourselves thinking about it every day, it would be a
4 lot more difficult.

5 And, you know, with great praise of the
6 Trust and from the earliest days, this was part of
7 the goals in providing those benefits because when
8 you look at that as kind of item A, those early days
9 of putting together those policies and HR benefits,
10 wage and benefits package, they don't just start with
11 Jim. They're all the way through the organization.

12 MR. GAINEY: Just a question. Obviously,
13 I know the bylaws exist. Is there a set of standing
14 rules that exist for the Board?

15 MR. TROWBRIDGE: Like Board policies?

16 MR. GAINEY: Right.

17 MR. TROWBRIDGE: The Board expectations,
18 maybe use that one.

19 MR. GAINEY: Okay. Just --

20 MS. NUELLE: But I don't -- I don't think
21 so.

22 MR. TROWBRIDGE: I think -- I think the
23 thing that -- because it's a County Board, I know we
24 all have to file --

25 MS. NUELLE: But we're not really a County

1 Board.

2 MR. TROWBRIDGE: Right. But we still
3 have to file disclosures. So that's one layer. And
4 then, you know, like most organizations, I'm assuming
5 there's a sort of code of conduct and --

6 MR. GAINEY: Well, the reason that I ask
7 is, with regards to this one particular item, if we
8 move it -- if we move it from bylaws into a set of
9 standing rules at the same level of operation,
10 where -- oh, well, if we have to, we can go there.
11 But it doesn't require you to, which is what's
12 required, you know, by your bylaws. Standing -- you
13 know --

14 MR. TROWBRIDGE: Gives you more
15 flexibility.

16 MR. GAINEY: Right. The standing rules
17 can always be suspended. You know, you can always
18 say, well, we don't -- you know, we don't necessarily
19 need to, so no need to.

20 However, when it's in your bylaws, it's
21 binding and you are required to. I'm not saying that
22 somebody needs to run around and start formulating
23 this -- you know, binders that -- worth of our
24 standing rules. But just something to --

25 MR. TROWBRIDGE: Yeah. It's sort of

1 analogous to like an employee handbook --

2 MR. GAINNEY: Right. Because --

3 MR. TROWBRIDGE: -- the things that are
4 in there.

5 MR. GAINNEY: Another thing we consider.
6 It would be -- yeah, you come before this committee
7 of very, very minimal size when really that's
8 probably a decision that should probably be made in
9 consultation with finance and operations. Now, if
10 you were talking, you know, money and so forth so --
11 maybe we can draft some -- instead of removing it,
12 draft some language that can --

13 MR. TROWBRIDGE: Make it more user --

14 MR. GAINNEY: -- gives you a little more
15 flexibility --

16 MR. TROWBRIDGE: -- friendly --

17 MR. GAINNEY: Right.

18 MR. TROWBRIDGE: Yeah. And I think once
19 the bylaws potentially get reviewed, not just in our
20 section, but I'm assuming you're looking at it in
21 totality, that will have to come before the entire
22 Board in the end, then.

23 MR. GAINNEY: Right.

24 MR. TROWBRIDGE: So I think that's a good
25 point.

1 MS. NUELLE: But I -- I think -- I haven't
2 thought of it that much before, but I think it makes
3 sense to have each committee probably, but this one
4 make those recommendations to --

5 MR. GAINEY: It's actually --

6 MR. TROWBRIDGE: To the bylaws --

7 MS. NUELLE: -- to the bylaws --

8 MR. GAINEY: It's actually the
9 committee's responsibility to make suggestions.

10 MS. NUELLE: Right.

11 MR. TROWBRIDGE: Yeah.

12 MR. GAINEY: And in this case if you
13 removed that, then you kind of marginalize this one
14 committee. You come together for one purpose --

15 MR. TROWBRIDGE: Right.

16 MR. GAINEY: -- every year, so --

17 MR. TROWBRIDGE: So I think instead of
18 removing it would be maybe leave --

19 MR. GAINEY: Strengthen --

20 MR. TROWBRIDGE: -- it more flexible and
21 make it more modern, if you will. And I should have
22 said that -- I don't think anybody had any issues
23 with item A, that falls sort of under that. That's
24 sort of the big-picture umbrella. Anything -- have
25 we -- have we had any changes to our affirmative

1 action plan?

2 MS. REVELO: Well, I was just going to
3 say: We don't need to do an affirmative action plan
4 because we're not at a hundred employees --

5 MR. TROWBRIDGE: A threshold.

6 MS. REVELO: -- right -- at a threshold.
7 So to your point, I think -- or to Imran's point,
8 when the Trust was initially created, I think they
9 were just looking -- projecting out --

10 MR. TROWBRIDGE: Just in case.

11 MS. REVELO: -- that -- right. But we --
12 you know, we're not at that threshold.

13 MR. TROWBRIDGE: Okay.

14 MR. HAJ: And even without a threshold,
15 it's on the forefront that we have an exceptionally
16 diverse --

17 MR. TROWBRIDGE: Yeah, but it could also
18 just be, you know, if applicable kind of thing.

19 MR. GAINEY: Yeah. That's exactly what
20 it is --

21 MR. TROWBRIDGE: It's what you would add.

22 MR. GAINEY: If applicable.

23 MR. TROWBRIDGE: So we don't -- we fall
24 under the federal threshold in that regard. But,
25 yeah, I mean, I think you already have a robust plan

1 that maybe doesn't fall under that aegis and requires
2 filing, but it is a commitment too. Okay.

3 MS. GRILLO: To me on that item, whether
4 it's required by law, it should be required by
5 values. And I think it should be part of the bylaws.
6 And I think today we may be very diverse and very
7 open minded, but we don't know what's going to happen
8 tomorrow and having policy raises an organization, to
9 me, is critical and I would certainly recommend that
10 we establish one and that we be extraordinarily open.

11 And then just on that item, I did want to
12 raise just sort of where are we with workplace
13 harassment policies, reporting, what's the chain, how
14 does that get rectified. I think it is all too
15 appropriate in today's environment that we make sure
16 that people are trained, that we know what's going
17 on, and that we are really, you know, open and clear.

18 MR. TROWBRIDGE: Can I add that to an
19 open discussion and we'll --

20 MS. GRILLO: Sure.

21 MR. TROWBRIDGE: -- come back to that?

22 MS. GRILLO: I didn't know where it
23 belonged --

24 MR. TROWBRIDGE: That's fine.

25 MS. GRILLO: -- there but that's, you

1 know --

2 MR. TROWBRIDGE: That's a great question.
3 If we can come to that. We'll wrap up this
4 discussion and then that's completely relevant and
5 appropriate for this moment.

6 Go ahead.

7 MS. NUELLE: Oh. I would go back to A. I
8 don't know if we finished --

9 MR. TROWBRIDGE: I think so. Go ahead,
10 please.

11 MS. NUELLE: So I think it would be
12 appropriate because -- same thing, I'm a very literal
13 person -- so, you know, to advise and consult seven
14 development and implementation, which I'm assuming is
15 done, of the human resources policies and wage and
16 benefit package and recommend the same to the Board.

17 But I'm not sure that we probably never
18 even reviewed any policies. And probably those kind
19 of things, that's where you would find out where
20 maybe, you know, certain policies should be there or
21 not. So -- and I don't know often they're -- they
22 are, you know, rewritten and/or amended, that sort of
23 thing. So I just also --

24 MR. TROWBRIDGE: Yeah. I think we'll --

25 MS. NUELLE: -- want to look --

1 MR. TROWBRIDGE: -- leave that up for
2 discussion, as well. I mean, I think let people kind
3 of marinate on, you know, these items and, you know,
4 make it as relevant as we can to the discussions of
5 today and give the committee its charge.

6 MS. NUELLE: Yeah.

7 MR. TROWBRIDGE: Because that's
8 ultimately what's happening here, so -- is everyone
9 comfortable with that?

10 (NO VERBAL RESPONSE.)

11 MR. TROWBRIDGE: All right. And --

12 MS. NUELLE: And advise and consultant
13 staff might be --

14 MR. TROWBRIDGE: It might just be --

15 MS. NUELLE: It might be -- I may be a
16 little too --

17 MR. TROWBRIDGE: Advise or --

18 MS. NUELLE: -- strong and invasive as
19 opposed to review or -- or advise or something like
20 that, so -- but, anyway, I just want to -- I wanted
21 this, you know, to put --

22 MR. TROWBRIDGE: And reflect what we're
23 doing --

24 MS. NUELLE: -- address it. Uh-huh.

25 MR. TROWBRIDGE: -- and visa-versa.

1 Okay. And then item D really kind of rolls us into
2 our second bullet there under discussion items. And
3 that is the review of the timeline for the review for
4 Jim. And as I mentioned, he is rapidly approaching
5 his second anniversary with us. Time flies.

6 And then Muriel went around to give
7 everybody a copy of the instrument. I believe this
8 is what was developed a little more than a year ago
9 with the HR committee that was seated at that time.
10 But I think it's certainly important for you-all to
11 look at that --

12 MS. NUELLE: It was HR --

13 MR. TROWBRIDGE: Jim, I think you did
14 sort of a self-evaluation first and then went through
15 that. And ultimately I think your final sit-down was
16 with Laurie; is that correct?

17 MR. HAJ: Yes.

18 MR. TROWBRIDGE: And that seems to be
19 kind of the standard protocol here. I know that your
20 agreement is going to roll into extension years very
21 quickly here. Somehow we only tied you up for two
22 years.

23 MR. HAJ: Yeah.

24 MR. TROWBRIDGE: But I know it has
25 extensions a year at a time. And I think that the

1 County attorney has already opined that that process
2 would continue as -- as it was, you know, created as
3 you have already done, sat down, negotiated, et
4 cetera. So are you comfortable with that and --

5 MS. NUELLE: I haven't decided.

6 MR. TROWBRIDGE: Okay. So --

7 MS. NUELLE: I set that for January. So
8 even though Imran is -- I'm going to think about that
9 in January. So, you know, I haven't quite -- we know
10 that that's -- I didn't actually even remember that
11 that was in our -- in the contract and so I was
12 already thinking of the -- you know, obviously of,
13 you know, a new contract. But I haven't -- I haven't
14 decided what -- I obviously want what's best for The
15 Children's Trust. So I'm going to --

16 MR. TROWBRIDGE: Okay.

17 MS. NUELLE: -- work on that and --

18 MR. TROWBRIDGE: So that may be something
19 to report back to us on for the HR Committee because,
20 as you see, in D we're invested in part of that
21 process. I think we -- actually is one of the areas
22 that we carry through because we helped develop the
23 instrument. But I also think that the committee gave
24 you a lot of, you know, support in that process but
25 also latitude to do --

1 MS. NUELLE: Yeah.

2 MR. TROWBRIDGE: -- what you needed to do
3 and to continue those conversations, so -- have folks
4 seen this instrument before? I think we passed it
5 out at a Board meeting.

6 And I think, Claudia, you were on that
7 committee, as well --

8 MS. GRILLO: Uh-huh.

9 MR. TROWBRIDGE: -- the last time when, I
10 think, Marissa was the chair. So -- and you helped
11 us a lot, as well. I want to say thank you because
12 you found some, you know, sort of best practices that
13 were out there and took a lot of input from folks.

14 Jim, was it easy for you to sort of
15 utilize and --

16 MR. HAJ: You know what?

17 MR. TROWBRIDGE: -- you know, sort of
18 evaluating your performance and goals and felt that
19 it was appropriate?

20 MR. HAJ: Yeah.

21 MR. TROWBRIDGE: Okay.

22 MR. HAJ: And I think moving forward -- I
23 think last year the committee, I know -- spent some
24 time developing it. But I think --

25 MR. TROWBRIDGE: Yeah.

1 MR. HAJ: -- I think I'm -- on my side, I
2 think it worked very well.

3 MR. TROWBRIDGE: Okay. Alvin, any
4 thoughts there or Gilda?

5 MS. FERRADAZ: No, no --

6 MR. TROWBRIDGE: So I think we'll let
7 things --

8 MS. FERRADAZ: -- the last year we
9 made --

10 MR. TROWBRIDGE: Yeah. I think we'll let
11 things go forward as they have. I think it's
12 interesting, you know, once you make a decision on
13 how you want to bring the group together just to let
14 us know.

15 I think a lot of us, including myself,
16 you get a base agreement and then there's usually
17 extensions related to that. But sometimes the CEO
18 wants to look at that in its entirety and say, This
19 benefit doesn't work for me or would you consider
20 that.

21 So that will be something that you'll
22 keep us advised of, as well. Other thoughts? Always
23 very --

24 MS. FERRADAZ: I think one thing that
25 came out of last year -- because this was a new

1 tool --

2 MR. TROWBRIDGE: It was.

3 MS. FERRADAZ: -- and spent part of the
4 time, you know, putting this together --

5 MR. TROWBRIDGE: We had at least two
6 meetings and then some interaction --

7 MS. FERRADAZ: Yeah.

8 MR. TROWBRIDGE: -- with staff in the
9 intervening time.

10 MS. FERRADAZ: But I do remember that --
11 and I was hoping that Frank was -- he was going to
12 try and make it today but he -- we didn't notify
13 until really short notice --

14 MS. JEANTY: He was -- he was going to
15 come.

16 MS. FERRADAZ: Because he just came back
17 on the Board so --

18 MS. JEANTY: Yeah.

19 MS. FERRADAZ: Anyway --

20 MR. TROWBRIDGE: Welcome back and you've
21 been assigned to a committee --

22 MS. FERRADAZ: Yeah. Good-bye and now
23 you're back. But, anyway, I remember he recommended
24 that the committee should come forward with the
25 setting the goals before the tool is done. So

1 obviously you're being evaluated on your, you know,
2 past performance but -- so that was his
3 recommendation --

4 MR. TROWBRIDGE: Meaning the goals for
5 the upcoming year?

6 MS. FERRADAZ: Yes.

7 MR. TROWBRIDGE: Okay.

8 MS. FERRADAZ: Because we did it --

9 MR. TROWBRIDGE: That makes sense.

10 MS. FERRADAZ: We did the whole
11 evaluation, then I think came together to talk about
12 goals. So that would be something that could --

13 MR. TROWBRIDGE: And, Jim, you make input
14 on the goals as well as part of the self-evaluation?
15 Okay. Good. All right. So I think we're all
16 comfortable sort of where we are. We just know that
17 April will be here before we know it and your second
18 anniversary.

19 So we'll look forward to hearing back
20 from you, Madam Chair, sort of your thought process
21 on that.

22 And, again, if you see something, you
23 know, take an extra moment to look through there and
24 see if there's a tweak or not. I think that the --
25 you know, the best evaluation tool is one that's

1 dynamic, and to Claudia's point, which we'll slide
2 over to now, is that we have to obviously be in a
3 period of being nimble and being aware and looking at
4 what's happening in workplaces, not only at the Trust
5 but across the board, nonprofits and for profits.

6 So you want to chat a little bit about
7 that or do you want to hear maybe from staff about
8 kind of things that we're doing --

9 MS. GRILLO: Sure, sure, sure. What does
10 our policy manual say and --

11 MR. TROWBRIDGE: Is it related to
12 workplace harassment, sexual harassment.

13 MS. REVELO: Well, it's -- one, we have
14 the no tolerance, zero tolerance for any kind of
15 harassment, drug free workplace, as well. And then
16 the procedure is that the employee can go to any
17 member of the executive team and of course to HR.

18 I always tell new hires when they're
19 coming on, because it's the first time that they're
20 hearing about, the first time they're coming in, is
21 if they feel that it's anybody on the executive --
22 the other thing is that we have no retaliation.
23 Right? So you can come forward and state what the
24 incident is, the claim is. I will conduct an
25 investigation.

1 I always let the employees -- most
2 notably the new hires know that if worst-case
3 scenario it actually happens to be HR that is engaged
4 in this kind of behavior or conduct and they feel
5 that it's going to -- you know, that it's progressed
6 to the executive team, we do have our third-party
7 vendor, AlphaStaff, that can come in and conduct that
8 investigation. So it removes anybody from The
9 Children's Trust to come in and do that independent
10 investigation. Otherwise, I'm the one that does the
11 investigation.

12 We have an open-door policy in which an
13 employee can go to any member of the management team
14 and then we will investigate as quickly as possible,
15 as thoroughly as possible to make sure, you know,
16 what the facts are.

17 It's noted in our employee handbook. We
18 have periodic supervisor management trainings to go
19 over exactly this so that managers and supervisors
20 are reminded of what our policy says, what our
21 practice -- what our protocol is. Yeah, we just --
22 we do them periodically. And --

23 MS. GRILLO: And does staff sign, when
24 they join, an acknowledgement of the policy?

25 MS. REVELO: Yes.

1 MS. GRILLO: And then do you -- we get it
2 annually. We have to re-sign annually. So we do
3 something at an all-staff meeting, reminding
4 everybody of various policies along this line. And
5 then it's an electronic signature, but you have to
6 re-sign, I hear it, I know it, I'm going to follow
7 it, or I know how to report it or whatever.

8 MS. REVELO: Yeah. New hires, they go
9 through our electronic on-boarding process, which
10 does have electronic signature. When we have updates
11 or trainings at the all-staff or in the training
12 room, I have them sign hard copies and then that goes
13 into their file.

14 MS. GRILLO: Thank you.

15 MR. TROWBRIDGE: Excellent. Other topics
16 for discussion? That one is probably very
17 relevant --

18 MS. NUELLE: I won't ask if we've ever had
19 any of this. But I'm just thinking forward, if we
20 have or -- you know, in the future, is that something
21 that I guess it depends at what -- you know, at that
22 point that the Board would be aware of -- I mean,
23 generally those things aren't but, you know,
24 obviously staff --

25 MS. GRILLO: I think it's a management

1 issue and --

2 MS. NUELLE: -- problems -- right.

3 MS. GRILLO: -- and if the Trust is
4 getting sued --

5 MS. NUELLE: But if it became a legal
6 issue --

7 MS. GRILLO: -- the Board should know
8 and --

9 MS. NUELLE: Right. If it's a legal
10 issue --

11 MS. GRILLO: -- otherwise -- yeah.

12 MS. NUELLE: And that's where I'm going.
13 That, you know, if it became a public, you know, if
14 tomorrow in the Miami Herald, you know, there's an
15 article about --

16 MR. GAINNEY: Muriel.

17 MS. NUELLE: Yeah.

18 (Laughter.)

19 MS. NUELLE: I want you to pick on
20 Imran -- but, you know, like, I'm --

21 MR. TROWBRIDGE: But, that's a -- that's
22 a good point because we're in a different way that
23 it's being perceived and managed now that these
24 issues have happened in companies, unfortunately, for
25 a long time and maybe it's handled just as you're

1 describing, it's a no-tolerance policy,
2 investigation, it may end in termination. And, you
3 know, you moved on. Now it's a little bit different,
4 I think.

5 MS. NUELLE: I'm sure all those companies
6 have those things too. But I'm just -- I guess if it
7 was becoming -- if it was a legal issue --

8 MR. TROWBRIDGE: Legal issue, PR kind of
9 issue.

10 MS. GRILLO: Yeah, and I think --
11 obviously if something is going to be in the public,
12 then, I mean, it's just common sense that type --
13 again -- policy --

14 MS. NUELLE: Yeah, right.

15 MS. GRILLO: -- that would be clearly,
16 you know, communicated so that we have our talking
17 points and -- with you, right?

18 MR. HAJ: Then that would be --

19 MS. GRILLO: Yeah.

20 MR. TROWBRIDGE: Okay. Other thoughts?
21 Other things that you're dealing with even in your
22 own work environments that might be relevant to what
23 this committee might want to talk about?

24 (NO VERBAL RESPONSE.)

25 MR. TROWBRIDGE: Okay. Well, I see you

1 do wonderful recognition programs. It was all over
2 Facebook that you had an event. That's within the
3 last week or so. Like, an employee of the year. So
4 that's really great.

5 So let's talk about something positive
6 like wonderful recognition and, you know, incentives
7 for employees. So thank you for doing that. I think
8 that's incredibly important.

9 MS. FERRADAZ: I just had one question.
10 When you -- and maybe I just missed it. But I
11 mentioned to Imran the other day that I didn't --
12 maybe I missed the announcement or whatever.

13 I didn't realize Imran was appointed
14 chief of staff or Vivianne's appointment. And how --
15 how was that -- I hadn't heard. I heard it at
16 another meeting when somebody was congratulating
17 Vivianne and then, you know, I didn't -- I hadn't
18 heard. So I don't know if I missed it -- you know, a
19 meeting or --

20 MR. HAJ: Well, we announced it last
21 Board meeting.

22 MR. TROWBRIDGE: Yes.

23 MR. HAJ: Was it last Board?

24 MR. TROWBRIDGE: It was.

25 MR. HAJ: Well, we announced it last --

1 MR. TROWBRIDGE: Not the one that just
2 happened, the one before.

3 MS. FERRADAZ: Oh, the October, that I
4 wasn't --

5 MR. TROWBRIDGE: I think it was in
6 November.

7 MS. FERRADAZ: The October I wasn't -- I
8 wasn't at the --

9 MR. TROWBRIDGE: It was right at the very
10 beginning, I remember. Because you made a joke about
11 how they moved one seat over.

12 MS. FERRADAZ: Oh, okay. Okay. So that
13 was that I --

14 MR. TROWBRIDGE: Imran, next thing you
15 know, is going to be out in the hallway.

16 MS. FERRADAZ: Okay. Because I didn't
17 see anything in an e-mail or anything. It was
18 nothing --

19 MR. HAJ: No. We announced to the Board.

20 MS. FERRADAZ: Well, congratulations.

21 MR. HAJ: I may file harassment on Imran.

22 (Laughter.)

23 MR. TROWBRIDGE: It's tough to be the
24 chief, man, because you're the chief because you're
25 consigliere. So --

1 MR. HAJ: Give me my gray hair.

2 MR. TROWBRIDGE: So, good, that's a good
3 point. Because it's also a great recognition of
4 internal promotions and that we're growing -- you're
5 growing your senior team from -- from within.

6 I think that's a great -- you know, you
7 talk about folks that want to come work here. That's
8 a great benefit. But then they can see folks
9 advancing and growing in their careers and longevity
10 here. I think that's a wonderful retention program
11 as much as it is a recruitment program.

12 MR. HAJ: And I think, you know, for us
13 to be successful, you put the right people in the
14 right seats. You get key people. And part of our
15 moves the last year and a half have also -- with this
16 move, too, it's not only putting the right people in
17 the right seats, but also building succession
18 management and start cross-training.

19 We were -- one thing -- and it's not a
20 shot at anyone, but one thing that kind of upset me
21 is when we have to go back and get the CFO and we're
22 begging for her to come back my first couple of weeks
23 because no one knew how to do TRIM or get us through
24 TRIM.

25 I said, That will never happen to us

1 again. One person will not have this knowledge. And
2 we'll put people, number twos in place so that when
3 one person goes, that -- you know, I think the best
4 success for me is if I can walk out the organization
5 and nothing misses a beat. And that really has been
6 the key.

7 And going back to the harassment policy
8 and everything else, you know, you have things on
9 paper, but it's not necessarily all that's on paper.
10 It's creating a climate where people like to come to
11 work here.

12 And I think we've been working very hard,
13 even though not the black and white, that where
14 people feel empowered, people want to come to work,
15 people -- not everyone has a title, but leadership
16 within their own position and that they feel that
17 they have a voice. And then we've been working very
18 hard at that. You know, of course, within the first
19 couple of months or the first year you start
20 downsizing, changing, it's not always that great.

21 MR. TROWBRIDGE: No, it's not.

22 MR. HAJ: But we have started a turning
23 corner where people are coming aboard, the team's
24 getting stronger. The number twos are in place, the
25 succession management. And now that we have goals,

1 also, like cross-training between departments --

2 MR. TROWBRIDGE: Yeah. That corporate
3 culture is something that, you know, is probably
4 talked a lot more about in the for-profit world, but
5 the nonprofit world it's just as relevant, if not
6 more so, because a lot of folks are there because of
7 personal passion and they're not getting the same
8 types of, you know, salaries, if you will, and so --
9 to build that.

10 But you answered a question for me, which
11 was, you know, we've seen some downsizing in the
12 organization. You know, that sometimes can create a
13 culture of concern.

14 MR. HAJ: Uh-huh.

15 MR. TROWBRIDGE: But it sounds like, you
16 know, you've gotten to the -- where you want to be
17 and you're building from within that framework.

18 MR. HAJ: Yeah.

19 MR. TROWBRIDGE: And so that's great.

20 MR. HAJ: And there was method to the
21 madness, knowing that the first year's going to be --

22 MR. TROWBRIDGE: Sure. But that's your
23 honeymoon window. You get to do those things and,
24 you know, bring your vision forward. You don't get
25 to do that but one time usually. So -- all right.

1 How about questions for us? Things that we can be
2 helping you or, you know, getting out of your way on.
3 You can say that too.

4 MR. HAJ: No, we appreciate your support.
5 We also put it in front of you, too, is an e-mail I
6 just sent to --

7 MR. TROWBRIDGE: Yeah.

8 MR. HAJ: -- about some of the successes.
9 I mean, initially it wouldn't have happened without
10 the leadership of the Board --

11 MR. TROWBRIDGE: Yeah. Alvin says you
12 actually stole this idea from him. He's very -- very
13 concerned.

14 MR. HAJ: I think great thinkers, you
15 don't reinvent the wheel. You steal from other
16 people.

17 MR. TROWBRIDGE: That's right.

18 MR. HAJ: You find out what's working and
19 you take it. So I think this -- we did -- we had a
20 staff function at the Rusty Pelican, and we put this
21 to a video, too, where we highlighted a lot of
22 successes. We worked hard. And, you know, we're in
23 the midst of massive change. And sometimes you're
24 just working hard. You don't look back and see the
25 great success you've had through the year.

1 So it's also a way to let them voice to
2 know that we've done a considerable amount this year.
3 And we should be very proud of the work.

4 MR. TROWBRIDGE: Well, and change can be
5 very exhausting to folks. Not only from the
6 leadership level but, again, just uncertainty at
7 times can be very challenging for folks and, you
8 know, I think most folks will be happy to see 2017 go
9 good-bye, you know, from just the fall with the
10 storms and things like that have, you know, our
11 community on edge.

12 You know, I talk about in the sort of
13 business context that we had our own little Irma
14 bubble, you know, it wasn't maybe related to real
15 estate or banking, but there was a little Irma
16 bubble. And you deal with our community and we deal
17 with our community's most vulnerable.

18 And many folks had to spend money they
19 didn't have to get ready and then deal with things
20 afterwards. And just, you know, maybe not working
21 for five days because the restaurant wasn't open or
22 the retailer was damaged.

23 So you know, I think that's part of these
24 accomplishments beyond the, you know, what I see a
25 lot of, you know, structural and infrastructure

1 changes but also just, you know, being there all the
2 time for the people who are part of the team, as well
3 as the community itself.

4 MR. HAJ: And we have a large group in
5 the training room right now going over our
6 solicitation about what worked, what hasn't worked --
7 and really finding out, you know, our success, what
8 hasn't worked and now how do we -- how do we improve
9 ourselves. So it's that whole continuum of, you
10 know, constant improving.

11 But we've got a phenomenal team. I'm
12 very proud to lead such a great group of people.
13 They're not only just a great group of intelligent
14 --, hardworking, but they're just good human beings.
15 So it's nice to come to work in that environment.

16 MR. TROWBRIDGE: Sure. Nice to come to
17 work and enjoy yourself.

18 MR. GAINNEY: Except the harasser,
19 Muriel -- no.

20 MR. TROWBRIDGE: Poor Muriel.

21 MS. NUELLE: Every day, "Are you coming?"

22 MR. GAINNEY: "Quorum, I need a quorum."

23 MS. NUELLE: I don't think --

24 MR. TROWBRIDGE: Listen, Claudia is
25 literally in the elevator and she's calling her.

1 Sorry, Muriel.

2 Please go ahead.

3 MS. NUELLE: I don't think -- you know,
4 you say it's massive change, but I don't really see
5 it as change because sometimes that feels or sounds
6 like, too, like there was something broken and
7 we're -- you know, a lot of organizations, especially
8 nonprofits and government, you know, you try
9 something for one year and if it doesn't work that
10 year, then it's like a whole new system.

11 MR. GAINEY: It's an evolution.

12 MS. NUELLE: But it was really, I think, a
13 lot of just improving systems, making them more
14 efficient, listening to providers saying it was so --
15 it's so cumbersome, it's too hard. How can we get
16 our work done in an easier and better way without
17 lowering our standards or our bar.

18 So, I mean, to me, I don't feel like it
19 was change. It wasn't saying, We used to do this but
20 now we're going to do this.

21 It's just -- we did it this way, but
22 there's a better way and let's -- through systems and
23 people and positions. So it's, I think, a little
24 less -- because change just sounds like, you know,
25 there's a lot of things that were broken.

1 And I don't think that there were things
2 that were broken, but they definitely needed
3 improvement upon and, you know, Jim told me -- he
4 didn't tell me until afterwards, but before the
5 solicitation went out on last Monday, like, almost
6 two weeks ago, right?

7 MR. HAJ: Yeah, uh-huh.

8 MS. NUELLE: He told me afterwards, he's
9 like, The staff worked the entire weekend, Friday
10 night -- Friday, Friday night, Saturday, Saturday
11 night, Sunday, Sunday night to, like, make sure we
12 were ready. And even if we weren't ready -- you
13 know, they were trying early, early morning so let's,
14 you know, do it -- you know, do it a little bit
15 later.

16 And that kind of dedication to work hard
17 and -- and get it right and -- or do your best to get
18 it right, I mean, that says a lot about our staff.
19 And those are things that we just don't ever even
20 know about.

21 I said, You should have told me. At
22 least I would have sent pizza or something, you know?

23 And -- but, you know -- and those are the
24 things that we don't even see, to make sure it's
25 right. And, you know, a lot of things have to be in

1 place to get people to come and work like that
2 happily. They might come to work unhappily.

3 MR. TROWBRIDGE: Anything in our
4 strategic plan that we need to look at in terms of
5 the HR Committee? I can't think of anything off the
6 top of my head, but I know sometimes, you know, we're
7 trying to always stay in those lanes and that
8 alignment, as well.

9 (NO VERBAL RESPONSE.)

10 MR. TROWBRIDGE: Okay. Other subjects?
11 Our last task is just to figure out when we would
12 meet next, and I think it would either be -- probably
13 sometime in early 2018, maybe once Laurie gives us
14 some direction on what she wants to do with Jim and
15 the evaluation and extension.

16 And if there are any other pressing
17 matters, maybe give her feedback on other bylaws,
18 thoughts. Maybe send those through Imran, just so
19 not to violate our discussions.

20 MS. GRILLO: Right. But just to --
21 this -- in this -- which is specific things that we
22 have to insert that -- I guess, between 7 and 8, that
23 idea that we're going to set the goal before --

24 MR. TROWBRIDGE: Prior to.

25 MS. GRILLO: Right. So I don't know if

1 that's -- or I guess -- is it between 8 and 9?

2 Somewhere right in there we have to --

3 MR. TROWBRIDGE: Okay.

4 MS. GRILLO: -- whatever the process is
5 for setting goals.

6 MR. TROWBRIDGE: Prior to the formal
7 evaluation.

8 MR. ALI: Whatever the goals for the next
9 year.

10 MR. TROWBRIDGE: Probably --

11 MS. GRILLO: Right, but is that what
12 Laurie was saying --

13 MR. TROWBRIDGE: I believe so.

14 MS. GRILLO: -- that we wanted to do
15 that --

16 MS. NUELLE: That's what the committee had
17 said last year.

18 MS. GRILLO: Right. And so if we're
19 going to do that, it just needs to get put in
20 there --

21 MR. TROWBRIDGE: Right. So that has to
22 happen after Jim because he'll include some of that,
23 I would assume, as well, is what we talked about.
24 Excellent point. So we'll call that sort of 7A.
25 Fantastic.

1 Alvin, any other pearls of wisdom?

2 MR. GAINNEY: No, sir.

3 MR. TROWBRIDGE: Gilda?

4 MS. FERRADAZ: No.

5 MR. TROWBRIDGE: Claudia?

6 MS. GRILLO: (No verbal response.)

7 MR. TROWBRIDGE: Madam Chair?

8 MS. NUELL: No.

9 MR. TROWBRIDGE: All right. Any other

10 thoughts? Jim?

11 MR. HAJ: No.

12 MR. TROWBRIDGE: Imran?

13 MR. ALI: No, thank you.

14 MR. HAJ: Happy holidays.

15 MR. TROWBRIDGE: Thank you very much.

16 MS. GRILLO: Just a quick question for

17 you.

18 MR. TROWBRIDGE: Should we have a motion

19 to adjourn first?

20 MS. GRILLO: That's -- I'm waiting

21 patiently.

22 MS. FERRADAZ: I move to adjourn.

23 MR. TROWBRIDGE: Thank you.

24 MR. GAINNEY: Second.

25 MR. TROWBRIDGE: All in favor.

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

3 MR. TROWBRIDGE: I see no opposition. We
4 stand adjourned.

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6 (Whereupon, at 3:52 p.m., the meeting was
7 adjourned.)

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C E R T I F I C A T E

STATE OF FLORIDA)
COUNTY OF MIAMI-DADE)

I, Johnny Caldera, Reporter and Notary Public for the State of Florida at Large, do hereby certify, that I was authorized to and did report said meeting; and that the foregoing pages, numbered from 1 to 52, inclusive, are a true and complete transcription of my notes of said meeting.

I further certify that said meeting was taken at the time and place hereinabove set forth and that the taking of said hearing was commenced and completed as hereinabove set out.

I further certify that I am not an attorney or counsel of any of the parties, nor am I a relative or employee of any attorney or counsel connected with the action, nor am I financially interested in the action.

The foregoing certification of this transcript does not apply to any reproduction of the same by any means unless under the direct control and/or direction of the certifying reporter.

IN WITNESS WHEREOF, I have hereunto set my hand and seal this 8th day of January, 2018.

Johnny Caldera,
Notary Public for the State of Florida
Commission No.GG148028
Expires:10/03/21

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