



BOARD OF TRUSTEES REGULAR MEETING

WEDNESDAY, JANUARY 13, 2021

5:30pm to 7:30pm

Conference Center at Highland Care Pavilion

1411 East 31st Street Oakland, CA 94602

Ronna Jojola Gonsalves, Clerk of the Board

(510) 535-7515

LOCATION:

Open Session: Telephonic/Electronic Meeting

MEMBERS

Taft Bhuket MD, President

Tracy Jensen, Vice President

Jeniffer Esteen, Secretary/Treasurer

Kinkini Banerjee Luisa Blue

Jeanette Dong Alan E. Fox

Sblend A. Sblendorio

BOARD OF TRUSTEES MEETING MINUTES

THE MEETING WAS CALLED TO ORDER AT TIME 5:36 pm

ROLL CALL WAS TAKEN AND THE FOLLOWING TRUSTEES WERE PRESENT: Kinkini Banerjee, Taft Bhuket, MD, Luisa Blue, Jeanette Dong, Jennifer Esteen, Alan E. Fox, Tracy Jensen, Sblend A. Sblendorio

ABSENT: None

PUBLIC COMMENT: Non-Agenda Items

Jordan Pelot spoke regarding the IOP. He requested a release from the stress of the vital program closing. They had been working with opaque financial documents that seemed to continuously shift. Rather focusing on that, the focus was on expanding the program to a bigger population. They wanted assurance that the program would be saved from closure.

Laura Wahl spoke regarding the IOP. Without their program the patients would be relegated to going in and out of JGPH, homelessness, and incarceration. They were not opposed to a wellness center they were opposed to replacing the IOP with a wellness center.

OPEN SESSION

A. Executive Officers Report

Taft Bhuket, MD, President

Tracy Jensen, Vice-President

Jennifer Esteen, Secretary/Treasurer

Trustee Bhuket discussed the 2021 schedule and public participation.

Trustee Jensen said they had a lot of work to do in 2021 and appreciated the schedule consistency. The Executive Committee was sworn in and reappointed again by the County as their previous terms were temporary. They were all now in terms that would end in 2023.

Trustee Esteen said she appreciated sharing the opening of the Board meetings and the 2021 schedule. She hoped they would all join her on the journey to learn about AHS finances.

B. CEO Report

Delvecchio Finley, Chief Executive Officer

Mr. Finley said the Joint Commission had rendered a final decision of accreditation with follow up survey for AHS's four campuses. There were a few small action plans that were being worked on for a follow up survey. Mr. Finley spoke of the organizational successes that took place during his tenure, including the opening of the Acute Care Tower on the Highland Campus, securing level one trauma status, opening the state-of-the-art new rehab center and securing CARF accreditation for it. He hoped that the Interim CEO would be able to work with the Board and other stakeholders to build on the successes. He said that keeping the focus on the patients would require a level of value driven fortitude. Thoughtful and productive relationships with external and internal stakeholders was critical. He cautioned that if partnership and collaboration in the eyes of any stakeholder involved compromising the people they were committed to serve, he hoped they would lead by example and do the right thing.

Trustee Banerjee thanked Mr. Finley for his time at AHS. There had been incredible milestones met, including the licensing merger.

Trustee Jensen appreciated Mr. Finley's work addressing issues with Alameda Healthcare District and Alameda Hospital. She said that on behalf of the Alameda Healthcare District, they appreciated the work he'd done for the hospital and the residents of Alameda.

Trustee Dong thanked Mr. Finley for his work with San Leandro Hospital. He'd always been supportive and respectful of the work done there.

C. ACTION/DISCUSSION 1

C1. ACTION: Election of Officers for CY 2021

Taft Bhuket, MD, President

Trustee Sblendorio moved and Trustee Banerjee seconded, to nominate Trustee Bhuket as Board President, Trustee Jensen as Vice President, and Trustee Esteen as Secretary/Treasurer.

ACTION: A motion was made and seconded to approve the Trustee Bhuket as Board President, Trustee Jensen as Vice President, and Trustee Esteen as Secretary/Treasurer. A roll call vote was taken, and the motion passed.

AYES: Trustees Banerjee, Bhuket, Blue, Dong, Esteen, Fox, Jensen, Sblendorio

NAYS: None

ABSTENTION: Bhuket deferred the President vote

C2. ACTION: Approval of Temporary Employment Agreement with Interim CEO

Taft Bhuket, MD, President

Trustee Banerjee moved and Trustee Dong seconded to approve the Temporary Employment Agreement with Interim CEO.

Trustee Bhuket said the full Board discussed the agreement in Closed Session on January 6, 2021 and moved to approve offering the Interim CEO position to James Jackson.

Trustee Banerjee said that it was an intense process for the Ad Hoc Committee, which consisted of Trustees Blue, Dong, Bhuket, and Banerjee. She said Mr. Jackson's dedication to AHS was undeniable. They had to ensure they put patient care and quality first. As an anchor institution they addressed the equity issues the pandemic has already exacerbated. They had to work closely with the County and other partners to use all the resources they could.

Trustee Blue said she had an opportunity to speak with Mr. Jackson and one of the main things the Board needed to address was to make sure they settled the labor contracts with the nurses at Alameda Hospital and the employees at Highland Hospital. She looked forward to working with Mr. Jackson to bring those contracts to a close. Failure to get the health care workers what they needed would be a failure of the organization. They had to rebuild trust. She appreciated Mr. Jackson's taking the challenge on.

Trustee Dong said she supported James Jackson as the Interim CEO. She said the relationship with the County staff and Board of Supervisors was critical. They all knew they were there to change the direction of the System. This appointment was one step towards doing that. The County was a major funder of the system. The County issued \$668M worth of bonds for the Acute Care Tower. When AHS was in a bind they always asked the County for additional funding. The County was the asset holder. The only asset the System owned was San Leandro Hospital and its parking lot and that asset was afforded to them through Supervisor Chan's work and the rest of the Supervisors. It was a building, a parking lot, and

a \$22M major donation. She thanked the Supervisors and looked forward to working with them and the various staff members with respect, dignity, and integrity.

Trustee Bhuket was appreciative of Mr. Jackson's willingness to take on the difficult job. He had an inclusive leadership style, operational experience, a commitment to building engaged relationships, and a commitment to the patient population, and he would help AHS navigate the coming challenges.

Trustee Sblendorio asked if they had the due authority to approve the appointment. In the Closed Session he was told the contract would be for an independent contractor, and this was an employment contract. He was concerned that they did not have the guidance of the General Counsel or a Human Resources representative. Trustee Banerjee said that they led the process of fidelity and integrity. They brought the General Counsel in when they made the decision. Trustee Sblendorio said when the motion was made and approved the General Counsel was not in the room.

Trustee Bhuket and Mr. Moye recalled that the reported action after the Closed Session was to appoint Mr. Jackson as the Interim CEO, and to empower the President and Vice President to work with the Chief Human Resources Officer to successfully negotiate a contract.

ACTION: A motion was made and seconded to approve the Temporary Employment Agreement with Interim CEO Jackson. A roll call vote was taken, and the motion passed.

AYES: Trustees Banerjee, Bhuket, Blue, Dong, Esteen, Fox, Jensen, Sblendorio

NAYS: None

ABSTENTION: None

Mr. Jackson thanked the Board for the appointment. He was proud to return to AHS. His family history was closely associated with the System, his father was a doctor at Highland. He said he knew they were all deeply committed to the mission. He asked for cooperation in working with the County to the greater benefit of the patients. He was committed to getting the resources needed to help deliver care through the pandemic.

D. MEDICAL STAFF REPORTS

- AHS Medical Staff: Irina Williams, MD (Chief of Medical Staff)
Edris Afzali, MD (SLH Leadership Committee Chair)
- AH Medical Staff: Cathy Pyun, MD (Chief of Medical Staff)

Dr. Williams spoke regarding the recent elections by the Medical Staff. They elected her Chief of Staff, Brandon Boesch, Vice Chief of Staff, and Lilavati Indulkar the Secretary/Treasurer. They were working on how to address the vacant immediate past Chief of Staff. She said this was a challenging time with the recent EBMG formation. The vision was to provide stable medical staff leadership with the focus on patient care.

Dr. Pyun said Nakita Joshi was the Vice President and Stephen Lowery the Secretary Treasurer of the Alameda Medical Staff. She said this was a challenging time with COVID. Alameda Hospital was a small hospital, but they were happy to serve the entire county while focusing on quality and equality.

E. COMMITTEE REPORTS

E1. Quality Professional Services Committee: November 13, 2020

Taft Bhuket, MD, Committee Chair

Trustee Bhuket provided a verbal update of the QPSC meeting, documents available here: <http://www.alamedahealthsystem.org/board-of-trustees-meetings/>

E2. Finance Committee: January 6, 2021

Jennifer Esteen, Committee Chair

Trustee Esteen provided a verbal update of the Finance Committee meeting, documents available here: <http://www.alamedahealthsystem.org/board-of-trustees-meetings/>

E3. Audit and Compliance Committee: November 17, 2020

Tracy Jensen, Committee Chair

Trustee Jensen provided a verbal report of the Audit and Compliance Committee, materials available here: <http://www.alamedahealthsystem.org/board-of-trustees-meetings/>.

Trustee Jensen said the next meeting would normally take place in March, but they moved it to February to accommodate the Vice President of Compliance retirement. They would elect a new chair at that meeting.

E4. Alameda Hospital Seismic Planning Ad Hoc Committee Update

Kinkini Banerjee, Committee Member

Luis Fonseca, Chief Operating Officer

Trustee Banerjee said the Ad Hoc Committee consisted of members of both the Alameda Healthcare District and the Board of Trustees. There had not been a meeting since the last update in November. She reaffirmed their partnership with the District and said they wanted to work through this. They would look to appoint some Trustees to the Committee and schedule future meetings.

Trustee Jensen added that it was a joint committee with the Alameda Health Care District and was led with the executive leadership at both organizations that included Debi Stebbins, Luis Fonseca, Mike Williams, Gail Godfrey Codiga who had been the chair for the District, along with the Trustees.

E5. AHS Governance Evaluation Ad Hoc Committee Update

Taft Bhuket, MD, President

Trustee Bhuket appointed Trustee Dong to be the Chair, and Trustees Banerjee, Esteen, Bhuket to serve in the Ad Hoc Committee.

F. CONSENT AGENDA: ACTION

F1. Approval of the Minutes from the November 13, 2020 Board of Trustees Regular Meeting, November 17, 2020 Board of Trustees Special Meeting, November 24, 2020 Board of Trustees Special Meeting, and the December 16, 2020 Board of Trustees Special Meeting

F2. Approval of the Board of Trustees 2021 Meeting Schedule

Trustee Banerjee moved, Trustee Esteen seconded to approve the Consent Agenda.

ACTION: A motion was made and seconded to approve the Consent Agenda. A roll call vote was taken, and the motion passed.

AYES: Trustees Banerjee, Bhuket, Blue, Dong, Esteen, Fox, Jensen, Sblendorio

NAYS: None

ABSTENTION: Sblendorio abstained on all minutes except December 16, 2020.

G. ACTION/DISCUSSION 2

G1. ACTION: Appointment of Trustee Representative to the Retirement Plans Investment Committee (Estimated 5 min)

M. D. Moye, Chair, Retirement Plans Investment Committee

Trustee Bhuket said Trustee Fox agreed to serve on the Retirement Plans Investment Committee.

A motion was made by Trustee Sblendorio, seconded by Trustee Banerjee to appoint Trustee Fox to serve on the Retirement Plans Investment Committee.

ACTION: A motion was made and seconded to approve the appointment of Trustee NAME to the Retirement Plans Investment Committee. A roll call vote was taken, and the motion passed.

AYES: Trustees Banerjee, Bhuket, Blue, Dong, Esteen, Jensen, Sblendorio

NAYS: None

ABSTENTION: Trustee Fox

G2. ACTION: Resolution Approving an Amendment to the Alameda Health System Defined Contribution and Defined Benefit Plans (Estimated 5 min)

Tony Redmond, Chief Human Resources Officer

Trustee Dong asked if the plan was being altered for compliance purposes. Mr. Redmond confirmed she was correct.

A motion was made by Trustee Blue, seconded by Trustee Fox to approve the two resolutions.

ACTION: A motion was made and seconded to approve the resolutions amending the Alameda Health System Defined Contribution and Defined Benefit plans. A roll call vote was taken, and the motion passed.

AYES: Trustees Banerjee, Bhuket, Blue, Dong, Esteen, Fox, Jensen, Sblendorio

NAYS: None

ABSTENTION: None

**G3. ACTION: Approval of Contract Amendment with Fulgent Therapeutics, LLC
(Estimated 10 min)**

Amendment to the agreement with Fulgent Therapeutics, LLC for provision of laboratory services for processing Covid-19 tests. The term of the proposed amendment shall be from February 1, 2021 through August 31, 2021. The estimated impact of the proposed amendment is \$1,001,000.

Tony Redmond, Chief Human Resource Officer

Trustee Fox moved and Trustee Sblendorio seconded to approve the contract amendment with Fulgent Therapeutics, LLC.

Trustee Dong asked what the response time was for the COVID testing. Mr. Redmond said it was variable, as low as 24 hours and as long as five days. It was primarily a response to volume. He could send more specific details via email.

Trustee Blue asked what the goal was, how many tests were they trying to do each day. Mr. Redmond said they did not have a goal, other than to meet the need. They had varying needs. When they had an outbreak at a SNF, they were required to test every employee weekly or bi-weekly, causing the volume to pick up. They would present a report on that at the next Human Resources Committee meeting.

Trustee Blue asked if the people who work in the hospitals were supposed to be tested. Mr. Redmond they were supposed to have testing available to them, and they were currently doing that through the Henry J. Kaiser facility. Trustee Blue said it would be helpful to know what the testing goal was. They were going to have another surge and they would be short hospital workers if they didn't try to get in front of the testing to make sure they got the care staff needed. Mr. Redmond said the goal of the contract was to provide the lab services so they could provide testing. Dr. Tornabene said the lab and leadership had worked to bring in new testing equipment to increase capacity.

Trustee Jensen asked if the contract was to process the in-house tests. Mr. Redmond said they were a way to expand to meet the demand. Trustee Jensen said the staff who needed testing were advised to get tested off site. Dr. Tornabene said there was a process for symptomatic employees to be seen through AHS Urgent Care or their own providers. For asymptomatic staff, they could access the site at Henry J. Kaiser. Trustee Jensen asked if the turnaround for testing was different for asymptomatic versus symptomatic or the work schedule. Dr. Tornabene said the turnaround time depended on the lab and the type of test.

Trustee Banerjee asked if the contract included a penalty for decreased demand. Mr. Redmond said it was a pay as used contract with no penalty. The contract was just an alternative to make sure capacity didn't slow down the testing.

Trustee Fox asked if the expense for the contract was included in the budget. Mr. Redmond said it was an unfunded expense. They'd have to run a variance on it and find alternative sources to cover the cost.

Trustee Bhuket suggested they have this dialogue in QPSC.

Trustee Blue asked what the Board could do to help. She said it seemed ridiculous that they couldn't get help until they reached capacity. Mr. Redmond said staff would be happy to have additional resources.

Mr. Espinoza said they worked closely with the lab as of that week they were doing all resident testing in house. They were working to make sure they were fiscally responsible while still complying with the law. Fulgent was there to help ensure they stayed compliant.

ACTION: A motion was made and seconded to approve the contract amendment with Fulgent Therapeutics, LLC. A roll call vote was taken, and the motion passed.

AYES: Trustees Banerjee, Bhuket, Blue, Dong, Esteen, Fox, Jensen, Sblendorio

NAYS: None

ABSTENTION: None

G4. DISCUSSION: Update on AHS COVID-19 Vaccination Program (Estimated 10 min)

Ghassan Jamaledine, MD, Chief Medical Officer

Mini Swift, MD, Vice President Population Health

Dr. Jamaledine said that they had been planning the vaccination program since November. Dr. Swift formulated the task force to ensure AHS would be able to start vaccinating as soon as vaccines were available. He reviewed the available vaccines. The Pfizer vaccine required deep freezing and two injections, 17-21 days apart. The Moderna vaccine did not require the deep freezing. AHS started vaccinating within 24 hours of receiving the vaccines. They followed the recommendations of the Advisory Committee on Immunization Practices.

Dr. Swift said there were three phases. Phase one was potentially limited due to vaccine supply. Phase two would be when a large number of vaccines would become available. Phase three would be when there was a sufficient supply for the entire population. Each phase then had a tiring system within it. She said they would provide a visual description of the different phases and tiers at a future meeting. As of the day before they had vaccinated 3,776 staff members. Three vaccination clinics would open at the Wellness Centers, where they would use the Moderna vaccine as they could not meet the refrigeration requirements at those facilities. The long-term care facilities had partnered with Walgreens who had come out to do several rounds of vaccines. They were vaccinating staff and planning for patients. They were working on eliminating barriers for staff who were hesitant to get the vaccine. They were also using the lens of health equity and justice. She said they originally thought the biggest barriers to the program would be vaccine shortage. They were finding however, that the biggest barrier was staffing. They've had to be creative to manage the staff delivering services. She said it was important to have empathy for everyone, things were changing every day. It was easy to point fingers about why some organizations were struggling.

Trustee Bhuket asked how the Board of Trustees could support the important initiative. Dr. Swift said that currently they had what they needed. They appreciated the Board's support and interest. Dr. Jamaledine said there was an army working on this program even while caring for COVID patients. Eventually they would need resources. They had communicated with HR already to get more FTEs. They would return to the Board as needs arose.

Trustee Bhuket recapped that approximately 85% of the employee population had been vaccinated and that effort should be celebrated.

Trustee Dong said she would be happy to help facilitate a partnership to help get EMTs, paramedics, and firefighters to be able to provide vaccinations.

Trustee Sblendorio asked if other Alameda County hospitals had the same percentage of vaccinated staff. Dr. Swift said she didn't have precise data on other organizations. The County partners hosted a weekly call where various organizations provided updates. It seemed that AHS was on par with other organizations.

G5. DISCUSSION: County Update on Governance Reform Process (Estimated 30 min)

Colleen Chawla, Director, Alameda County Health Care Services Agency

Kathleen Clanon, MD, Medical Director, Alameda County Health Care Services Agency

Jonathan Freedman, Regional Vice President, Health Management Associates

Ethan Norris, Senior Consultant, Health Management Associates

Nato Green, speaking as a member of the public, said the union contracts should be resolved quickly so they did not seep into the conversations about governance. He said that they were in agreement with the goals of the consultant, but they wanted to ensure that they asked about the financial model itself. They needed to make sure the financial model did not tie their hands and prevent the needed resources from being available.

Ms. Chawla spoke regarding the role of the Alameda County Health Care Services Agency. She said they were the primary direct report health care agency for the County and as such has several partnerships with AHS. AHS was critical to ensuring the County's Section 17000 Mandate which was the Health and Safety Code requiring counties to provide indigent care. They operate the EMS system. The hospital's role as a trauma center and as a receiving hospital in the EMS system was critical. They operate the HealthPAC program, the coordinated care program for uninsured residents. They also operated the Behavioral Health Services Program. Measure A and AA provided funding through a sales tax, three quarters of which went to AHS directly which was the County's contribution to the safety net system. She said they were a conduit for the Intergovernmental Transfer Program. AB85, the program that was implemented following the passage of the Affordable Care Act to ensure indigent health care funds remained available. She also spoke regarding the facility lease agreement for the facilities that were owned by the County and the Acute Care Tower that was built in cooperation with the County. She was looking forward to the work with the new Trustees and CEO.

Supervisor Chan said that she'd been supporting AHS for 25 years. She had a lot of history around the system and admiration for the staff. The System had an important mission. The goals to the governance conversation was financial sustainability, continued high quality patient care, what role would the health system play in a post COVID world. The BOS's aim was to have a better relationship with the AHS Board. They wanted more transparency in terms of finances and operations, more direct accountability with the administrative team, better labor relations, as well as stronger partnerships between AHS and the County.

Mr. Freedman and Mr. Norris reviewed the report beginning on agenda packet page 372.

Trustee Dong asked who was included in the "community" segment of the stakeholders. Mr. Freedman said it was a consumer or patient advocate voice.

Trustee Sblendorio asked if they were meeting timeline. Mr. Freedman said they were on time. Trustee Sblendorio asked if the interviews would include a group discussion between the Supervisors and the Trustees. Mr. Freedman said they had not contemplated that. Trustee Sblendorio asked if they typically assessed the culture of an organization. Mr. Freedman said it was variable, but in this engagement it was not part of the assessment. He said if they sensed a cultural issue they would raise it.

Trustee Fox said he's seen the Grand Jury Report, but he wanted to know if there would be other opportunities to hear what the specific issues were that led up to this point. Supervisor Chan said that she'd be happy to discuss that offline.

Trustee Bhuket asked how many of the 30 or so proposed interviews included people inside AHS. Mr. Freedman said it was about 5-6. Trustee Bhuket said the perspectives were broad within the organization. He suggested they increase the AHS interviews to capture that.

Trustee Esteen asked for a list of the interviewees, in the spirit of transparency and trust. Mr. Freedman said it wasn't a secretive process. He could provide a list in the report. Trustee Esteen asked if they had the right amount of time to do the work. Mr. Freedman said they did. Trustee Esteen said ultimately the County was the purse and had the mandate that AHS operated under. She wondered about how the process would work out. She asked if they had a conclusion in mind already. Supervisor Chan said they did not want to rush the process but on the other hand there was some urgency to resolving the issues. She said that there were only so many models. It had not been pre-determined. There were legal restrictions, and they needed to fall within the Government Codes. Trustee Esteen thought that part of the investigative process was to remedy some of the issues that had occurred that made relationships distrustful.

Trustee Banerjee asked if they would have working groups between the agencies and if there would be coordination with the AHS Board. Supervisor Chan said the BOS wanted their input. They would probably have a conversation about the choices once they came up with them.

Trustee Bhuket said the Supervisors asked for a deeper engagement with the Trustees, and that's why they created an Ad Hoc Committee. He suggested Trustees go beyond being interviewees and should be party to the development of the options. They were deeply invested in the process and their insight was valuable. Trustee Dong said she'd follow up with Ms. Chawla and Supervisor Chan regarding next steps.

Trustee Banerjee said she was looking forward to jointly coming up with the recommendations.

Zhonnet Harper, speaking as a member of the public, asked how the interviewees were selected in coordination with the equity committee.

Mr. Finley said there was a sense that there was a foregone conclusion. The Hospital Authority model might continue to exist with some tinkering around the edges. He was concerned that there be a conscientious and genuine look at the problems with the model and alternatives. He said that this indicated that the challenging and detailed process of the County taking the system back had been part of the public conversation, but this presentation indicated that it was not part of the conversation. Mr. Freedman said they had not been asked to look at that. Mr. Finley said that was an important thing for stakeholders to understand. He said that there was slant in the scope indicating that the issues were preordained. That there was a lack of transparency and a lack of accountability with the executive team to the Board and to the County. Then there was the case about building relationships. That was a two way street and he hoped the nature of the scope of work included candid feedback to the other side of the relationship to say that if they were going to move forward in a progressive way that involved movement and evolution of practices on the part of everyone. Whereas this scope looked like what AHS could do differently.

Mr. Jackson said he was encouraged by the process and felt that Mr. Finley's concerns were valid. This would be a turbulent process. He was thankful that he and the Trustees would have a place at the table, all stakeholders needed to have the opportunity.

Trustee Bhuket said it was in everyone's interest that this be successful.

Supervisor Chan said it was wrong to say there was a foregone conclusion. She said the System going back to the County wasn't necessarily off the table, but it would come with some complications and it would take a long time. They should have a lot of feedback from the people who work at the hospitals. There had been some positives, in terms of contracting and hiring and procuring, so there were pros and cons to everything.

Ms. Chawla said they were all in this to the betterment of the community and she was looking forward to working with all the stakeholders.

H. STAFF REPORTS (Written)

H1. Chief Financial Officer Report: October 2020 Financial Reports *Kimberly Miranda, Chief Financial Officer*

H2. Chief Operating Officer Report: April 2020 Operations Report

Luis Fonseca, Chief Operating Officer

Terry Lightfoot, Director, Public Affairs and Community Engagement

Mr. Moye announced that the Board of Trustees were adjourning into Closed Session to discuss the agenda items per the applicable Government Codes.

CLOSED SESSION

1. Conference with Legal Counsel – Existing Litigation

[Government Code Section 54957.9]

M. D. Moye, General Counsel

- *DRC v. AHS et al.*

2. Public Employee Performance Evaluation

[Government Code Section 54957(b)]

Title: Chief Executive Officer

General Counsel Report on Action Taken in Closed Session

Trustee Bhuket announced that no disclosable action was taken in Closed Session.

TRUSTEE COMMENTS: None

ADJOURNMENT: 9:30 pm

This is to certify that the foregoing is a true and correct copy of the minutes of the meeting of January 13, 2021 as approved by the Board of Trustees on February 10, 2021.

Ronna Jojola-Gonsalves

[Ronna Jojola-Gonsalves \(Mar 11, 2021 10:12 PST\)](#)

Ronna Jojola Gonsalves

Clerk of the Board

APPROVED AS TO FORM:

Reviewed by: *M. D. Moye*
[M. D. Moye \(Mar 11, 2021 09:50 PST\)](#)
M.D. Moye
General Counsel

2020-01-13 BOT Meeting Minutes FINAL









Approved

Final Audit Report

2021-03-11

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