



*The Commonwealth of Massachusetts
Commonwealth Health Insurance Connector Authority
100 City Hall Plaza
Boston, MA 02108*

CHARLES BAKER
Governor

MARYLOU SUDDERS
Board Chair

KARYN POLITO
Lieutenant Governor

LOUIS GUTIERREZ
Executive Director

**Board of the Commonwealth Health Insurance Connector Authority
Minutes**

Thursday, December 10, 2020
9:00 AM to 11:00 AM

Live Stream

<https://www.youtube.com/user/TheMAHealthConnector>

Attendees: Louis Gutierrez, Marylou Sudders, Nancy Turnbull, Michael Chernew, Mark Gaunya, Matthew Veno, Rina Vertes, Gary Anderson, Dimitry Petion, FayeRuth Fisher, Zaranique Watson Pope, Cassandra Roeder (who was sitting by designation on behalf of Secretary of Administration and Finance Michael Heffernan)

The meeting was called to order at 9:05 AM.

- I. Minutes:** The minutes of the October 8, 2020 meeting were approved by roll call vote, Secretary Sudders abstained because she was not present at the previous meeting.
- II. Executive Director's Report:** Mr. Gutierrez began the meeting by thanking the Board and Health Connector (CCA) staff for adapting over the last year in response to the pandemic. He then informed the Board that today is "Get Covered Day", a first-of-its-kind, multi-state collaboration to promote access to health insurance coverage and the Open Enrollment (OE) period. He noted that 15 states, along with the District of Columbia are participating in the Get Covered messaging along with national and local health care organizations and celebrity ambassadors. He shared the message of Get Covered Day with members and noted that he Governor and Lieutenant Governor have issued a Proclamation declaring the Day as "Get Covered 2021 Day" in Massachusetts.

He then provided a review of OE activity to date, noting that it has been lower compared to recent years, highlighting that fewer members have effectuated for January coverage than at this time during last year's OE. He stated that renewing members are actively securing their coverage for 2021 and expects that with the lifting of the federal public health emergency membership from MassHealth will return members to CCA. He then

reviewed and provided comments on the agenda items before the Board prior to moving on to the substantive agenda items.

III. Customer Experience Project Update: The PowerPoint presentation “Customer Experience Project Update” was presented by Vicki Coates, and Michael Piantanida. Ms. Coates began the presentation by informing the Board that the presentation would provide a review of performance for both of the new vendors, Faneuil and Softheon. Ms. Coates noted that Faneuil’s performance has improved in November, reaching an acceptable level of call answering performance which is largely attributed to adequate staffing levels. Previously, she stated, Faneuil experienced higher than industry standard absenteeism and lower than industry standard schedule adherence. Ms. Coates reviewed actions being taken by CCA to address the continued increase in escalated cases and appeals, including the addition of a fourth Ombudsperson and piloting new agent assist desk within Faneuil. She continued with a review of customer service metrics, noting that upon entering OE, abandonment rates have been within the acceptable levels. With respect to overall customer satisfaction she noted that CCA will be polling the extremely dissatisfied members to better understand the root cause of the poor customer service experience.

In response to a question from Ms. Turnbull regarding current customer satisfaction rates compared to this time last year, Ms. Coates stated that in terms of monthly averages, 13 percent of members are currently extremely dissatisfied compared to 11 percent with the previous vendor at this time last year, and currently with Faneuil, 74 percent of members are satisfied compared to 69 percent last year. Dr. Chernew commented on the progress made to date and the hard work required to make it this far, he then noted that while the goal is to make it to zero percent dissatisfied going forward, this has been a tremendous turnaround and commended the work of CCA. Mr. Gutierrez echoed the appreciation for the hard work of Ms. Coates and the entire team and noted that the continuing systemic issues are something that no member should have to experience and is the reason why the performance level of Faneuil remains only acceptable. He stated that CCA continues to work to identify and correct these issues. Mr. Petion commented on the progress made, and asked about the additional resources required to reach an acceptable level and whether the vendor has the necessary resources in place to maintain their performance once the supplemental resources have been removed. Ms. Coates noted that transition conversations are currently underway with sub-vendors to make sure that Faneuil has the ability and knowledge to handle the document processing, and management responsibilities on their own. She stated that CCA will continue to monitor performance with the departure of Accenture. She noted that in December, CCA will also be working with Faneuil on contact center projections for the end of OE and into February and March to make sure that they are able to assist members who have missed the OE deadline, as contact center activity remains high during this time.

Mr. Veno complimented CCA staff on the work completed to return the critical functions to an acceptable place.

In response to a request from Ms. Turnbull to learn more about progress made related to premium billing problems, as she has heard from members about such concerns, Mr.

Gutierrez commented that customer satisfaction metrics are certainly reflective of all member facing issues, including premium bill problems. He stated that there are two distinct problems, including premium billing problems that CCA has worked to root out.

Mr. Piantanida then provided an update on Enrollment and Premium Billing functions, noting that daily operations continue to stabilize while some issues remain. He informed the Board that KPMG will be working with CCA to conduct an independent assessment of Softheon's internal processing controls. Mr. Gutierrez added that this is a very complex operation but on a daily basis CCA deals with a range of issues that at any given time may show that two-and-a-half percent of membership are facing issues that are in need of remediation. Some of this, he stated, is entirely routine business operations, such as ordinary refunds, while other items may be related to error conditions and complex billing situations, and others are due to mistakes. Mr. Gutierrez continued that while two-and-a-half percent may be relatively small, it is a lot and the number needs to be zero. He stated that CCA plans to have a comprehensive set of health checks established by the end of January. Ms. Turnbull commented that it would be helpful to have metrics, comparable to those that measure the contact center, that reflect the progress and trends of Softheon. She stated that the premium billing issues will flow through to the contact center and so there is a need to, in part, resolve these matters in order to improve contact center performance. Mr. Gutierrez agreed with Ms. Turnbull's comments and recommendations and noted that previously health checks were used to display how operations were tying out to the pennies, and that when those are established with the new vendor, a derivation of the health checks will provide that insight to Board members.

In response to a question from Ms. Fisher regarding the process and turnaround time to resolve member facing issues that involve both Softheon and Faneuil, Ms. Coates shared the process in-place to manage these cases and reviewed the "overall inventory" metrics which accounts for volume and also tracks aging issues. She continued to note that there are standing daily meetings to work out the inventory between the two vendors that CCA participates in. Ms. Coates noted that CCA continues to focus on bringing down the aged inventory and the goal is to have inventory resolved within ten days. Ms. Coates asked for any additional questions or comments, noting that CCA will continue to provide updates on this item. Secretary Sudders commented on the hard work required to bring the contact center to this point for OE and noted that the volume of complaints received by her office has leveled off.

IV. Health Connector 2020-2022 Strategic Plan Year 1 Update & Proposed Racial Equity Framework: The PowerPoint presentation "Health Connector 2020-2022 Strategic Plan Year 1 Update & Proposed Racial Equity Framework" was presented by Audrey Morse Gasteier, Maria Joy Dawley, Erin Ryan, Nelson Teixeira, and Marissa Woltmann.

While introducing the Strategic Plan presentation, Secretary Sudders commented on the on-going efforts on many levels to eliminate structural racism and focus on racial equity. She stated that when pulling together the Vaccine Advisory Board, one of the three core guiding principles was equity. She thanked CCA staff for walking the Board through the

first year of the Strategic Plan and for incorporating the racial equity piece into broader thinking.

Ms. Gasteier began the presentation by providing a review of the development of the Strategic Plan and informed the Board that the purpose of the presentation is to provide an update on the progress that was made in the first year. She noted that while the first year was impacted by the coronavirus pandemic and other unanticipated circumstances, there was still significant progress. She informed the Board of the presentation structure, including review of each of the sections followed by an opportunity for discussion and feedback. She stated that as previously noted, staff recommend adding a sixth area of focus to the Strategic plan, a racial equity framework to guide future CCA work, that CCA would like to discuss with the Board.

Ms. Gasteier provided a review of the first area of focus of the Strategic Plan, improving the experience for the unsubsidized membership of CCA. She reviewed the unique dynamics of this population, including exposure to the full cost of monthly premiums, a large number of health insurance coverage choices which could be overwhelming, and a higher level of dissatisfaction reported by these members. Understanding these dynamics and challenges have helped shape the action steps identified by CCA. Ms. Gasteier then reviewed the progress to date, highlighting progress on addressing cost-barriers, including with respect to prescription drug affordability. She reminded the Board of the 2021 Seal of Approval (SOA) requirement that at least one form of major insulin be available to members for a \$30 copay or less in all metallic tiers. She then reviewed CCA's plans to continue to build off of the progress of the first year as the agency moves into 2021 with a focus on how to leverage existing tools, like the dynamics of ConnectorCare program to benefit the unsubsidized population, and exploring new opportunities and tools to reduce costs for this population, including with respect to addressing the harmful effects of "silver loading", as well as plan design to reduce cost-sharing in certain tiers.

In response to a question from Ms. Turnbull regarding market share of Blue Cross Blue Shield on-Exchange versus off-Exchange and historical participation of the carrier in CCA programs, Ms. Gasteier responded that this is an example of an intended function of the Exchange, individuals behave differently when they have the opportunity to review and select a lesser-known option rather than defaulting to a name brand. Ms. Gasteier then responded to the second part of Ms. Turnbull's question noting that carrier participation is part of the racial equity question for the Health Connector and deserves additional conversation, recognizing that there are a number of carriers that don't participate in the state's ConnectorCare program, which has a higher proportion of people of color as members. Ms. Turnbull offered her assistance in thinking through policy initiatives in the future, given the limited participation of the carrier in the Medicaid and ConnectorCare programs and the very small number of on-Exchange members that it serves in general.

Mr. Gaunya noted that some of this work relates to efforts of the Merged Market Advisory Council, noting that the risk scores of small group and subsidized populations are favorable and that the unsubsidized nongroup market is not as favorable, which has led to a debate about demerging the market and reinsuring of the unsubsidized nongroup market.

Commissioner Anderson commented on the conversations that have emerged during the MMAC and the complexity of the market, noting that when it aligns in one place it may tip out of place in another and because of this there is a lot of careful thinking and careful considerations that will need to occur when the MMAC drafts a final report.

Ms. Dawley then provided a review of the second focus area of the Strategic Plan, Strengthening ConnectorCare. She noted that while CCA remains pleased with the ability to provide lower cost health insurance coverage to a large number of its members, there are still areas where CCA can continue to improve upon the program. She stated that CCA aims to ensure that members can easily access the health care and providers that they need, while providing stability and predictability for members. She informed the Board that CCA has deepened its understanding of network dynamics within the program and has engaged in carrier conversations regarding how to strengthen and stabilize the structure of the program and to ensure strong member access to providers. She provided a deeper review of action and progress in this area to date, including taking into consideration how new members may make their way to the ConnectorCare program and their prior provider relationships.

She noted that for 2021 CCA plans to use the 2022 SOA to strengthen the program and continued with a review of planned action for 2021, including a careful assessment of the proposed merger of Tufts and Harvard Pilgrim Health Plans. Secretary Sudders agreed that close monitoring of the merger is necessary. Mr. Gaunya commented that to date, it is expected that there will be \$100 million in savings, which ultimately should be flowing downstream.

In response to a question from Ms. Turnbull regarding changes in provider networks in different regions of the state and the member experience with respect to providers as individuals move between MassHealth and CCA, Ms. Dawley replied that CCA has focused on strengthening the internal monitoring of provider networks, the importance of which was underscored with the AllWays provider network changes that were discussed with the Board in the summer. She noted that this allows for monitoring of member changes as well as how carrier networks continue to evolve over time.

Ms. Gasteier then provided a review of the small group portion of the strategic plan, noting that while the circumstances of the last year have made it very difficult for small businesses, CCA remains committed to better serving this space. She noted that CCA continues to focus on making the platform easier for small groups to use, while also working to drive down costs for small groups through competition and choice. In the next year CCA will strive to bring new groups into the merged market that have not previously offered group coverage. She reviewed the actions taken by CCA in 2020, which included a careful review of small group programs in other states, and the launch of the first Health Connector for Business (HCB) member satisfaction survey. Moving into 2021, Ms. Gasteier noted that CCA will focus on continuing to raise awareness of HCB among small businesses that are not yet aware of the platform's unique benefits and cost-saving opportunities. With modest growth in HCB, the approach is working but there is still more headway to be made. She

reviewed intended member experience improvements for the upcoming year and the possibility of leveraging existing tools to increase value of the product offerings.

Mr. Gaunya commented on the tremendous work of CCA in this space, and the appreciation by the broker community on these efforts.

In response to a question from Ms. Turnbull regarding CCA's continued participation in the small group market, Mr. Gutierrez stated that while it has not yet made a positive impact on CCA's bottom line, HCB meets an important policy goal and serves as a valuable product for the small group employers that choose to engage with the Health Connector. He continued to note that the choice models provide a benefit to employers and employees, but welcomes the discussion Ms. Turnbull recommended regarding the future of HCB.

Secretary Sudders commented that the small business market is the heart of the Massachusetts economy, and while we look at this through the insurance lens, we need to take into consideration the challenges that small businesses will continue to face through 2021.

Ms. Turnbull agreed and noted that small businesses are underserved in the health insurance market and that if it is a matter of using limited resources to support the HCB platform, then it is important that the policy goals of HCB should be clearly stated.

Dr. Chernew agreed with Ms. Turnbull's comments, and noted that he is quite impressed with the progress of HCB, but would like to better understand where the small groups, and even the unsubsidized members, are coming from and whether or not they should be being served elsewhere or if the CCA platforms are the appropriate places for these groups to be served.

Ms. Turnbull added that she supports and commends all of the work and progress made by CCA staff, including the relationships made within the broker community with respect to HCB.

Mr. Petion stated that CCA plays an important role in this space, serving the small businesses that don't have another place to go for health insurance coverage options. He noted that when this topic came before the Board the question of the financial benefit to small groups was important, and as there has only been moderate growth within this segment, CCA should examine what the barriers are to reaching the small businesses and why the small businesses aren't looking to the Health Connector as a viable option for health insurance coverage.

Mr. Gaunya noted that years ago when CCA entered this space the relationship between CCA and the broker community was not in a good place and CCA continues to work to rebuild this trust. He noted that a significant number of small businesses work with a broker and therefore this is a critical relationship to mend. He stated that CCA's review of the broker commission structure before the Board is a strong signal that CCA cares about this market and working with brokers.

Commissioner Anderson commented that Ms. Turnbull's question regarding goals in the space has sparked a meaningful discussion, and there are historical dynamics that require important relationships to be built in the broker community and so while small right now, the progress is significant. The Commissioner noted that he hopes CCA continues to make progress in this important market.

Mr. Teixeira then provided a review of goals and actions to improve the overall member experience. He stated that in 2020 there was a significant amount of focus on providing a stable transition for members to the new customer service vendors and as noted in the earlier presentation stabilization efforts are on-going. He informed the Board of the Spanish language member experience improvements, including offering the online application and member portal in Spanish, as well as availability of notices and premium bills in Spanish for the nine percent of CCA members that are Spanish speaking. CCA continues to make improvements that will allow members to navigate their online accounts more easily and take action on their own. He reviewed the planned actions to further improve the member experience into 2021 noting that in addition to continued stabilization efforts, CCA plans to establish processes for organizing and sharing member feedback within the agency so that member voices continue to shape the work of CCA. Mr. Teixeira also stated that CCA plans to review notices to ensure clear content and coordination with MassHealth when possible. Secretary Sudders commented on her support for continued efforts to improve coordination of notices with MassHealth, noting that while it has improved, it should always be a consideration.

In response to a question from Mr. Petion regarding the use of member persona data to improve the member experience (rather from broader market and member research), Mr. Teixeira clarified that the persona information was not gathered as a result of member interaction, but the customer satisfaction surveys are a valuable way to measure where improvements need to be made. He stated that most of the information is gathered from a post-interaction member survey following a call. In response to a follow up question from Mr. Petion regarding a more holistic approach to addressing member feedback, Mr. Teixeira stated that this is part of the planned actions for the coming year that would involve forming a cross-functional team to organize and assess all member feedback, including from social media, to determine how to better serve members.

Ms. Woltmann then provided an overview of efforts to reach the remaining uninsured, as the percentage of uninsured in Massachusetts has remained stagnant over the years. She noted that CCA is exploring new ways to reach the uninsured as well as evaluate reasons for uninsurance closer to home, including how the member experience may result in uninsurance and how partnerships with state agencies and non-governmental organizations might help to reach this population. She reviewed the action taken to date, including compilation of research and what is known about the uninsured and how we have tried to reach them in the past. She stated that CCA has reviewed initiatives in other states, including the "easy enrollment" program launched in Maryland to reach the uninsured. She noted that in response to the pandemic CCA reviewed its own policies to prevent member coverage loss and expanded the Navigator capacity to support current and existing

members. She reviewed 2021 plans for reducing uninsurance among existing members, which goes hand-in-hand with the earlier conversation to improve the member experience and coordinate with MassHealth to make sure members have smooth and coordinated transitions. She stated CCA would also take steps to place a Navigator in the Lowell area, as CCA did not receive any Navigator responses from Lowell in the most recent round of Navigator responses.

Ms. Ryan then provided a review of efforts taken to date to reach and enroll those who are newly uninsured as a result of the pandemic, a population that may not be as familiar with CCA's resources as members the agency is accustomed to working with. She informed the Board that in addition to partnering with the Department of Unemployment Assistance to provide direct links to CCA's website on their application and include materials in their informational packets, MassHire Centers have sent resources via email to their clients and have promoted CCA's public monthly webinars which are geared towards those who are recently unemployed. Ms. Ryan noted that CCA has had the opportunity to engage with a number of state agencies and community organizations to share resources with individuals the organizations may already be serving and provide tailored webinars to staff providing services and directly to individuals who are experiencing changes in employment and insurance. She then provided a review of planned actions in 2021 including building upon existing relationships while making greater progress in direct engagement with employers.

In response to a question from Ms. Turnbull regarding public charge messaging and collaboration with community partners, Secretary Sudders noted that there is a dedicated webpage at mass.gov that directs individuals to organizations outside of government that may be more trusted within their own communities to speak to public charge nuances. Secretary Sudders also responded to a second question from Ms. Turnbull regarding the Latinx population that has consistently remained the largest portion of uninsured residents in the state over the course of the last 15 years, noting that as you pull back the layers and look at the equity piece, there is a lot of work to be done.

Ms. Gasteier then introduced the new, sixth section of the Strategic plan, establishing a racial equity framework. She reviewed with the Board that CCA is seeking to incorporate an explicit racial equity framework into the work that CCA conducts to ensure that the mission of equitable health care access is achieved for all members and Commonwealth residents. She stated that CCA will be evaluating the role of racial and other inequities in all facets of its work, including program design, policies, and member experiences. She stated that CCA will also be reviewing its own internal policies to assess how as an employer it is performing.

Ms. Gasteier reminded the Board that when Chapter 58 passed in 2006, part of the design was intended to close the gap in uninsurance among non-White populations. She noted that while progress has been made as a result of state and federal health reform laws, in recent years the uninsured rate has remained relatively flat and disparities have remained. She noted that Black and Hispanic populations continue to have higher rates of uninsurance. She reviewed a breakdown of market segments by race and ethnicity, revealing that Black and Hispanic residents are more likely to be enrolled in public programs and less likely to

be covered through employer-sponsored insurance. She noted that it is important to understand the racial breakdowns by market segment and program type in order to assess how Health Connector programs can better serve its members and the public.

She reviewed CCA's mission and how it naturally aligns with an equity framework, stating that inequities in coverage and affordability disproportionately impact communities of color. She provided an overview of staff identified considerations to promote equity including, how to bring residents into coverage equitably, how to evaluate and address different member experiences among populations, and how CCA can take action to advance the equity efforts. She informed the Board that CCA staff have proposed the development of a racial equity checklist for use when the agency considers changes to its programs, operations, or policy decisions. She noted that this is just the beginning of a deeper area of focus and solicited thoughts and feedback from Board members.

Secretary Sudders recommended that this be part of every Board meeting. Mr. Petion commented on the small or microbusinesses that are in most communities of color, and recommended an effort by CCA to look into those businesses, the three percent uninsured and how they may overlap with the mission of HCB and market this product to them, noting that there might be an intersection here. Ms. Gasteier thanked Mr. Petion for his wonderful suggestion, noting that there is a piece in the HCB data that she will revisit with respect to the level of trust minority owned businesses have in the products offered by CCA, agreeing that there is an intersection and she hopes to think with Mr. Petion about that further.

Mr. Gutierrez agreed with Secretary Sudders earlier comments about including the racial equity topic as part of all future Board meetings.

In follow up to Mr. Petion's comments, Mr. Gaunya noted possible collaboration between Navigators and brokers in this space, and the opportunity to leverage both of these resources to reach and serve the population referenced by Mr. Petion.

Executive Director Veno then commented on the importance of collaboration among sister agencies, especially when developing a framework for data collection of race, ethnicity, and language, a space where we are woefully behind in even understanding how these factors truly impact residents of the Commonwealth.

Ms. Fisher commented on how, in general, a single lens is often used when attempting to view and understand communities of color. She stated that there needs to be a disaggregated approach, an effort to pull buckets apart in order to gain better perspective into each unique community. Ms. Turnbull commented that the work with Archipelago Strategies Group has likely helped CCA understand these communities better. Ms. Turnbull also appreciated the opportunity to review progress in this space at future meetings and the need for benchmarks to understand if CCA has been successful in this space.

- V. **100 City Hall Plaza Lease Renewal (VOTE):** The Presentation "100 City Hall Plaza Lease Renewal (VOTE)" was presented by Andrew Egan. Mr. Egan began the presentation

by informing the Board that CCA's current location has been the office space for the agency since 2007 and provided an overview of the space, including current footprint and rate per square foot. He noted that in the beginning of 2020 CCA began an extensive market review to determine if it would be beneficial to move to a new location.

Mr. Egan informed the Board of the lease proposal provided by CCA's current landlord, which would be for a duration of five years beginning on August 31, 2021. He provided details on the renewal, including rent abatement for a total of six months and for an improvement allowance that would amount to approximately \$350,000 for improvements to the office space or to further abate the rent. He informed the Board that after the third full year, CCA would have the opportunity to terminate the lease of the third floor, which is about 28 percent of the overall space. He stated that prior to the three years, CCA will have the right to sub-lease any of the space if desired.

Mr. Egan noted that analysis of the renewal terms found the lease to be favorable and allow for important flexibilities. He stated that the renewal rate represents a modest increase while also being significantly lower than the expected rate if CCA were to move. In light of the pandemic and the shift to remote work, Mr. Egan highlighted that the flexibilities to terminate the third-floor lease and sub-lease in order to right-size the agencies footprint is critical. Prior to moving on to the vote, Mr. Egan welcomed questions.

Secretary Sudders commented on all of the hard work that went into the lease renewal and appreciated the flexibility to reduce the office space given the remote work structure that will likely exist in some capacity in the future, however, she stated that the three-year timeframe is too far out in the future. Mr. Gutierrez noted the provision that would allow CCA to sub-lease at any time. Secretary Sudders continued to state that there is an expectation in the public sector to reduce office space footprints by around 50 percent and it is expected that this would occur rapidly. Mr. Gaunya added that in the private sector, businesses that he works with are reducing their physical footprint by 25-to-33 percent. Mr. Gutierrez responded that depending on the decision by the Board today, CCA will either move forward with the lease renewal or return to the landlord to reopen negotiations. Secretary Sudders noted that she is not necessarily proposing a no vote, and trusts that CCA is better aware of the needs of the agency, including overall size of the space needed for technology and convening more staff post-vaccinations, but however that she believes that the three year termination is rather long. Mr. Gutierrez stated that CCA has operated well from a remote setting over the last year, and the prospect of reducing space and increasing the hybrid work effort is promising.

Agreeing with the comments of Secretary Sudders, Ms. Vertes asked for clarification on the Board vote and what it would authorize CCA to do at this time. Mr. Gutierrez stated that if CCA were to return to reopen negotiations with the landlord there is no certainty that rates would not change as a result. Mr. Egan commented that the timing of the lease renewal is unfortunate given changing nature of the traditional workspace, but, however, with the way the commercial market works, CCA does need to make these decisions in the near future.

In response to a comment from Commissioner Anderson regarding the ability to sub-lease some of the space if needed, Mr. Egan stated that there are no timing restrictions with respect to a sub-lease and CCA would be able to sub-lease to another business or state agency if needed.

Mr. Petion inquired about the overall timeline and if a vote is required at this time, noting that commercial real-estate availability will only continue to increase as a result of changing workplace models. Mr. Gutierrez informed the Board that this is roughly the fifth round of negotiations and the risk is that CCA could return to negotiations and end up with a lease with different terms, but ultimately the same amount of money. Secretary Sudders agreed with this concern, noting that there is a possibility that CCA ends up with a smaller footprint but no additional cost savings. She then proposed that CCA staff return to the landlord to see if there is an opportunity to work through any of the details at the direction of the Board and reschedule a Board vote for a later time depending on the outcomes.

Mr. Egan noted that CCA is not bound to anything given the action taken to date, but did caution the possibility that renegotiating may not result in the desired outcomes and so CCA should be thoughtful in what it is trying to achieve. In response to this comment, Secretary Sudders noted that the item of greatest importance in her perspective is the ability to shrink the three-year timeline for releasing the third floor, though she defers to other members on what they see as priorities. Mr. Gaunya commented that while the ability to sub-let is favorable, it may be difficult to fill the space if the market is changing.

In conclusion it was decided that the Board would table the lease renewal discussion and return later in the month of December to vote on the two remaining Board agenda items.

At 11:04 AM Ms. Turnbull left the Board meeting and at 11:11 AM Ms. Vertes also left the Board meeting.

Following this decision, the Board motioned and unanimously voted by roll call to adjourn at 11:13AM.

Respectfully submitted,

Erin E. Ryan