



## **SAIF CORPORATION**

### **BOARD OF DIRECTORS MEETING**

**Friday  
May 9, 2014  
9:00 a.m.**

**SAIF Corporation  
400 High Street SE  
Salem, Oregon**

After determining a quorum was present, the meeting was called to order at 9:01 a.m.

#### **Roll call:**

Catherine Travis, Chair  
Robb Van Cleave, Vice Chair  
Krishna Balasubramani  
Kevin Jensen

#### **SAIF Corporation personnel present:**

John Plotkin, President and CEO  
Chris Davie, Vice President of Corporate Policy and External Affairs  
Ryan Fleming, Vice President of Operations and Human Resources  
Kathy Gehring, Vice President of Claims  
John Gilkey, Sr. Vice President of Policyholder Services and Programs  
Michelle Graham, Vice President of Policyholder Services  
Rick Hanson, Vice President of Information Services and CIO  
Theresa McHugh, Vice President of Financial Services  
Cathy Pollino, Chief Internal Auditor  
Shannon Rickard, Vice President of Legal Services  
Pam Woods, Vice President of Claims  
Nonexecutive SAIF Corporation personnel – see attached list  
Kellie Lute, Assistant to the Board

#### **Other attendees:**

Herb Lovejoy, Oregon Department of Justice  
Tessa Sugahara, Oregon Department of Justice  
Elida S. Perez, Statesman Journal

Chair Travis: Recognizing that we have a large number of individuals in attendance, we would ask that the audience try to refrain from audible reactions during the meeting. We thank you in advance for your cooperation and for your being here, too. The board now intends to go into Executive Session in accordance with the agenda. Herb Lovejoy, from the Department of Justice, will read the admonishment.

### **EXECUTIVE SESSION**

#### **Discuss potential or anticipated litigation and records exempt from public inspection**

Herb Lovejoy: The SAIF Corporation Board of Directors will now meet in Executive Session for the purposes of discussing pending litigation and exempt public records. The Executive Session is held pursuant to ORS 192.660(2)(h) which allows the board

to meet in Executive Session to consult with counsel concerning the legal rights and duties of a public body with regard to current litigation or litigation likely to be filed, as well as ORS 192.660(2)(f), which allows the board to meet in Executive Session to consider records that are exempt by law from public inspection. Representatives of the news media shall be allowed to attend the Executive Session. SAIF staff, SAIF employees, members of the SAIF Executive Council, and the SAIF Chief Executive Officer are asked to leave the room. All other members in the audience are asked to leave the room as well. Representatives of the news media are specifically directed to not report on, or redisclose, any of the deliberations during the Executive Session except to state the general subject of the session as previously announced. No decision may be made in Executive Session. At the end of the Executive Session, the board will return to Open Session and welcome the audience and public including SAIF staff, SAIF employees, members of the SAIF Executive Council, and the SAIF Chief Executive Officer back into the room. It is now 9:03 a.m. and the SAIF Corporation Board of Directors is now in Executive Session.

**End of Executive Session**

Herb Lovejoy: The SAIF Corporation Board of Directors has completed its Executive Session and it is now back in Public Session. It is now 10:37 a.m.,  
May 9, 2014.

**REGULAR BUSINESS MEETING**

Chair Travis: The board will now return to the public portion of the meeting. We are going to have a motion.

Motion Mr. Van Cleave, to take a 10-minute break.

Chair Travis: All in favor of a 10-minute adjournment, say aye. The vote was unanimous, and the motion was carried.

**Consideration of employment of CEO and other employment-related actions**

Chair Travis: We will begin the meeting again now that we've completed the adjournment portion. At this time, the board extends the opportunity to CEO Plotkin to address the full board and make comments on his continuation as CEO of SAIF. The opportunity to address the board will be limited to no more than 10 minutes. Does Mr. Plotkin wish to address the board? And if so, we will now hear from him.

Mr. Plotkin: He would. Thank you Madame Chair. I will try to do it in 10 minutes if you'll indulge me if I (unintelligible on recording) that of time. One of the things I wanted to do is talk about some of the things I've been doing and it may take a little time, but I will try to meet that time.

Chair Travis: We've got a timekeeper here so go at it, and do try to do that because they're limited on time.

**00:45:24**

Mr. Plotkin: Understood. First of all, thank you for the opportunity. I'm here this morning because I believe in SAIF, and because I believe in the dozens of SAIF employees who

have, are here and in the Park Building, have asked me to be here and to speak for myself and for the company. We should all be proud to be a part of this organization, and it is not my intention by being here in any way to suggest that this is not a great organization. Let me make that very clear first. Also, let me say that I understand the difficulty that a board such as this has in the position that it serves. Essentially, you're volunteers, and you've given a lot of your time already to this effort, and I regret that this has taken so much time. I mean that earnestly. I come from that position.

**00:44:19**

Mr. Plotkin: I just want to cover a couple of background facts. You'll recall that I was offered this position in October of last year. I wrapped up a stint as Interim CEO of Pinnacol Assurance in mid-December. I did not seek any other opportunities and I didn't ramp up my law practice. I was asked, "Will you move to Oregon?" and I did. I shut my life down in Denver. It's been my wife's home for over 30 years, and we moved here. We bought a home. We've become involved in fundraising for a homeless youth organization. We set about to become citizens, good citizens of this state. I started just three months ago. We've had one board meeting since I started. I've met each of the board members individually. I've talked about my vision, and I expressed it again at our first board meeting, and I believed that I had the board's approval and support for that approach. I said to each of you individually, "If you ever have a question, if you ever have a problem, pick up the phone, and call me." I was available. Madame Chair, I called you and we got together periodically, and we talked, and up until perhaps two or three weeks ago, the messages I got back from you were all positive; that I was doing all the right things, and that you were very pleased by your decision.

**00:42:46**

Mr. Plotkin: What I have in a PowerPoint here, and I am not sure if I'm going to have time to go through it, or I'm not sure that I know how to operate it either, but you have the packet from the other day so perhaps I can just breeze through it.

Chair Travis: Yes.

Mr. Plotkin: This is just a list of the three months, some of the tangible meetings that we've had since I've been here. Internal meetings with the teams, with individuals, 64 1:1 meetings with middle and upper level management. Internal meetings; different offices all over the state. You have it, so I am not sure I'll spend a lot of time with it. You have the packet. These are the meetings with board members although Krishna, for some reason our meeting in Portland isn't on there. My mistake. Then agency meetings, association meetings, external stakeholders and customers; medical providers, MCOs, trainings, conferences, appearances I've spoken on behalf of the company.

**00:41:26**

Mr. Plotkin: One of the conferences I spoke at was the Diversity and Inclusion conference, and I spoke to the importance of diversity and inclusion in this organization. If there's anybody who thinks that this isn't important to me, I have been promoting this initiative in this company since I have arrived, and anyone involved with diversity and inclusion in this organization would verify that, and it's not in the narrow sense. It's to be able to serve the people in this state and represent all of the things they represent. That's why diversity and inclusion is important, especially because it's the right thing, because it's how we serve.

**00:40:46**

Mr. Plotkin: So after the summit, I sent an email to all of our employees inviting them to participate, and I pointed out how important it is, and praised the people who were involved in it. I asked, I asked, on a going forward basis, please consider the following: look at life through a learning lens; focus on shared values, not differences; ask questions; assume good intent. It's easy to hear somebody and to assume bad intent but that's not how we all get along and we serve a common goal.

Mr. Plotkin: Some of the remarks that have been passed along to me, and I have never seen them in writing, and I don't want to spend any time talking about them today. It doesn't dignify this board or this process to do it. If they were of a serious nature from my perspective in the context of who I am and what I stand for, I wouldn't be here today. I am not going to go through them. I don't have time.

**00:39:33**

Mr. Plotkin: What I am going to say is I got a call Saturday morning from you, Chair Travis, and we live blocks apart. We've gone to dinner together, we've shared personal stories. I've considered you, and would liked to have considered you a friend, and I got a call, and for the first time I heard, not just that there was an issue, something I needed to correct. You know, ease up on the throttle on such and such, or you know, something. This is the first time I heard that there is anything wrong. None of my exec team, not my HR person whose job it is to enforce HR matters, not my policy person who is supposed to be telling me if I step on something that (unintelligible on recording) creates political ramifications. None of them had told me there was an issue. They report to me. I report to the board. It was their job if there was a problem to talk to me. We have an internal audit person. That person reports to me, and the board. That person had never identified a problem, and I don't believe has even been involved in this problem, and I would add that the matters leading up to this process today have involved a very select group, self-selected group, of the Executive Council. You know who you are, and the information that came before this board was neither fair to me nor to this board to make a determination, and I am personally so deeply hurt and offended that I can't tell you. Some of the people I thought were my friends. Who moves a family across the country and then discards them after just three months without an explanation? Who does that? Who moves their family across the country to serve a company as great as SAIF with the expectation that there're going to be jettisoned in three months? Not me.

**00:37:14**

Mr. Plotkin: I invited each of the board members to reach out and call me if they had any issues. I've only had one board member, and I won't mention who, even have the courtesy to return my call. I have not had the opportunity with anyone else to even address any of the rumors that I have been told about. You know, in this country we believe in justice and due process, and SAIF, like most companies, has a process to investigate and address grievances by, and against, employees. I wasn't afforded anything in that process. Not a notice, not an opportunity to be heard, nothing. We have an Internal Audit Committee for the board; we have an internal auditor. That was not implicated here either. Many companies give their leaders substantial deference. It's a very visible job, sometimes every now and then, even a CEO will say something that's a little bit stupid. I will say to everybody here, I probably have done that, but I think given some of the responses I've heard from people, most people appreciated it and understood it.

**00:35:36**

Mr. Plotkin: You know, we have this wonderful device called Direct Talk (laughter from audience). I think I even sent an email advocating for it, promoting it. It's a good opportunity for our employees to voice any issues they may have, and they do. They do. It's a good thing. It's the canary in the coal mine for employees. There's never been a Direct Talk complaint about me. In fact, I've received hundreds of complimentary emails from employees.

Mr. Plotkin: So, some of the things we've worked at in terms of substance: I got our exec team together and we sat down with an outside group and we've been working on strategic planning with the idea of renewing our focus on certain important, and I've spoke to the board about this, too, in terms of the core values and I've spoke to the 100<sup>th</sup> anniversary about them. This is as we go through it; it's part of your packet as well. In order to flow down to initiatives and to prioritize. This is to me, as a leader, the important part of what I do, of making sure we have a collaborative vision, making sure the board agrees with that vision, and then letting everybody go. To be a leader is to enable my people to perform as well as they can, and that's what this was intended to do. We've initiated a SWOT process of strengths, weaknesses, opportunities, threats, and we've engaged the entire company, invited everyone to participate. Why? Because leadership is not just at the top. Because we have creative people throughout this organization who, if given the opportunity to contribute, will do so, and it's just started but the feedback I've gotten is that it has been very appreciated. Now we don't expect everyone to be that leader in the sense that they can lead the company, but everybody can think outside of their box and they're trying, and I think it's going to be terrific. I'm really pleased.

**00:33:21**

Chair Travis: Mr. Plotkin, if you could try to move it along a little bit more. We'll give you a few more minutes but you're already over. The timekeeper has informed me.

Mr. Plotkin: OK. Thank you, Madame Chair. I will try to ease through this. I want to just talk about some of the broader changes that I've tried to institute because I have great credit to my predecessor in terms of the great condition this company was in when I came in, but we have some different styles so that has resulted perhaps in some changes in terms of how we approach things. I've been candid and forthright about that. First of all, it's the notion of not being as mic-managing things to the detail and asking my leaders to lead themselves. Come to me, let me get out of your way, and we'll talk about a common vision. Let me turn you loose and you do it, and there's questions, if there's problems, come to me. We'll resolve them. I still meet with them weekly. We still have an Executive Council meeting but the philosophy, the theory is, you're leaders, you know what you do, and I want you to do it, and I want you to do it well. For the most part, they do. I've tried to generate creativity in leadership throughout the organization. I've encouraged the creation of a leadership program at SAIF to systematically develop young leaders so we can build the bench, so we can build future leaders, and I have done that, and we haven't instituted it yet, but it's been a source of conversation. I know people are researching it now. I've invited all employees to participate in SWOT analysis. I've shared a visions page, and I think that was part of your packet, as well. It's just one of the ways I've tried to reach out. See the world through the eyes of a child, and the like.

**00:31:33**

Mr. Plotkin: I have had an open door policy for all of my execs, too. If there was a problem, they were told to contact me, and Chris Davie, who shares the office next to mine, I specifically said, "I am told that you're the guy who's going to watch my back, make sure that as a new Oregonian I will not step on a third rail and do anything stupid." Well, I guess that my back wasn't so covered here.

Mr. Plotkin: The communications team invited participation in April Fools SAIF edition and I was asked to bring my dog into the office for pictures. "Bring Your Bulldog to Work Day" was the topic, people will recall, and I did; and so my bulldog, who's a wonderful dog named Peligroso, which means dangerous in Spanish, has been an ambassador for me. People come up, we talk about my dog. Dogs aren't always pretty (laughter from audience). The conversations about dogs aren't always pretty, and that's all I have to say about that topic. We instituted "Bring Your Kids to Work Day," and we announced it the day after "Bring your Bulldog to Work Day," and it was really successful. Not everybody was on board with it, but people, and the exec committee, and leadership in general pulled it together. I had so many emails from people who were so pleased to have done it. I think I have covered those.

**00:30:01**

Mr. Plotkin: I just want to go back and say this process that has been engaged in to this point, was wrong. Anybody, whether you're here three months, whether you're a line employee, or you're the CEO, deserves better than to not have a chance other than a public forum with reporters present, to have the opportunity to talk about it. Particularly with people who I have connected with. I have only been here for three months and look at the outpouring of people from SAIF who have come out with an interest in this issue. It's extraordinary, and it's why I'm here. I was not going to take the easy way out with so many people who have expressed so much support for me in just three months.

**00:29:09**

Chair Travis: Again, we're at 16 minutes so please try to wrap it up.

Mr. Plotkin: OK. Thank you. So, I just want to reiterate SAIF is a great company. Nothing is changed by this. You're a great company serving a great mission, and nothing about this changes that, and the people of SAIF know that. That's why they're here. SAIF deserves better than what has happened here, and I'm not specifically talking about what's happened at the board level because I have no idea. What I know is that there was backroom conversations, backroom deals where people who should have been reporting to me, who owed me an obligation, and a duty, if there was a problem, who never came to me. I would have liked for the board to have contacted me if there was a concern because it seems like the right thing to do. Whether you're legally required to or not, it's the right thing to do.

So, by a show of hands, how many people here think I should be going?

Mr. Balasubramani: I think this is...

Chair Travis: I don't think that's part of this meeting. We're not having a vote on a show of hands.

Mr. Plotkin: All right, well this isn't a democracy, I get it. But I hope that you would consider how the SAIF employees feel about this.

Mr. Plotkin: So, I just want to finally add, if I stay here will I be able to manage this company? Yes. I have the support of SAIF employees and a substantial portion of my executive team. Would changes end up being necessary? Yes, probably. Yes, probably.

Mr. Balasubramni: On the executive team?

Mr. Plotkin: Yes. People who should have reported to me of issues within their areas of responsibility failed to do so. That was a very significant failure in my judgment. They have an obligation to this company, and that obligation flows through me. Those steps were not taken. I am not mentioning names. I think it is inappropriate. I'm not going to do it.

Mr. Balasubramani: I am sorry to interrupt, but would you be concerned that that'd be retaliatory in terms of if they did what they thought was right?

Mr. Plotkin: That's a reasonable question, and I think it would be important to follow a process, and so I am conjecturing, in a sense right now. What I know is that steps were taken, and there was information that was accumulated and shared with the board, and none of it was shared with me, and I was never given an opportunity to be heard. The people who were engaged in that process should have come to me, and while they are entitled to some process themselves, they didn't give it to me, and they need to be held accountable for that. That's my opinion.

**00:26:12**

Mr. Plotkin: Now, whoever is the CEO, whether it's me or the next person, will have to make those judgments, but I would suggest to you the failure to deal with that is a cancer on this organization. (Audience members audibly voiced "yes," and "uh huh").

Mr. Plotkin: So, finally, and this is my final comment, unless you have questions for me. Regardless of the outcome here today, I want to thank the SAIF board for the opportunity to serve this great organization, and I want to thank the SAIF employees for their outpouring of support; for all that you have given me, this has been deeply moving to me. After three months, to have this kind of support, I have never seen anything like it, and whatever this does to me doesn't matter. You are truly an extraordinary group of people and it has been really a privilege and an honor to serve you. Regardless. (Long applause from the audience). Thank you, Madame Chair.

**00:24:39**

Chair Travis: Thank you Mr. Plotkin. I want everyone to know that the board, and Mr. Plotkin to know, that we take our duties to this corporation, and its employees, very seriously. Protecting the integrity and the interest and the mission of this organization has always been, is, of paramount concern to us. So we're not taking this matter, or impact on employees in any way lightly. It's unfortunate we've come to this juncture. It's not a juncture we every anticipated or wanted to be at, but this is where we are.

**00:24:00**

Chair Travis: For the record, you did have an opportunity, we did have discussions, Mr. Plotkin. I am not going to get into a back and forth on this, but your counsel, yourself—you

have responded to the remarks that were made, and all of that has been shared with each of the board members individually, but this was your opportunity here today to speak to us as one board.

Chair Travis: I think I'll let some of the other board members make some comments, and then I'll probably have some more comments as well I want to share. So, I welcome board member to make some comments.

**00:23:04**

Mr. Balasubramani: I did talk with Mr. Plotkin, and I believe he also talked with the attorneys from the Department of Justice, so there have been discussions, and I believe the information the board is trying to make its decision on is based on more than just direct communications with the EC. There have been other discussions beyond that that have played a role, and I've talked with some members of the audience here today. We've spent quite a bit of time, and it's unfortunate that we have to start the meeting and then go into executive counsel, but one of the things is the four of us can't talk except when we're in executive counsel, and so that's why we couldn't have those discussions on Wednesday until we started, so it felt a little awkward to send people outside. It's been eye-opening in terms of the process, but it's also frustrating because going through each of the details of who we've talked to, and who said what, and who responded, and who confirmed it, it's probably not productive, right? Because it becomes a he said-she said type situation. I know Chair Travis was in Florida last weekend with her mother and ended up not getting to spend very much time because I was on the phone with her most of the time. Chair Travis and Mr. Van Cleave have seen this corporation through some very difficult times. They've been through the spotlight. I don't think we can even estimate how many hours they've invested into this corporation in nine years, on a volunteer basis. So, we take these responsibilities very seriously. It's been eye-opening in terms of what the process is. Mr. Plotkin talked about, I don't know if he used this word, but kind of a fracture in the EC. If he was aware of it, I don't think it was brought to the board's attention. I don't know that it was required to be brought to the board's attention.

Mr. Plotkin: If I might, I was not aware of such a fracture until this all happened. I was not aware of it because everything was very calm and there was no pushback. There was no division that I was aware of. This all happened behind closed doors.

Mr. Balasubramani: That's OK. So, what I'm wondering, and it sounds like you're agreeing, is that the fracture developed in three months.

Mr. Plotkin: No, it developed over the weekend, as far as I can tell.

Mr. Balasubramani: OK.

Mr. Plotkin: Whatever existed, existed. I did not drive it. I've been supported, as far as I could tell, by my EC.

Mr. Jensen: I guess I would weigh in on this, and get away from the fracturing of the EC situation. When I sit on a board of directors, and granted this is my first one, but I do take this responsibility seriously, but I also think as a corporation we hold our CEO to a higher level of responsibility and behavior. Some of the things that were attributed to you, that you have indeed said, "Yes, that is something that I did," are things that, in my estimation, are



not conducive to having the proper leader of a corporation that's out there in the state. It's very difficult to take these phone calls and to listen to this stuff, and take hours and hours and hours out of our lives when we're dealing with something that we should never have had to deal with. It's inappropriate.

**00:19:11**

Chair Travis: I think we wanted to conduct this meeting, I wanted to have each of the board members to have spoken.

Mr. Van Cleave: We're here to hear what the board members are thinking.

Chair Travis: I thought we were getting a response, but fine, we can go forward.

Mr. Van Cleave: I would just add that you all have to expect, or you may not expect, that we may know more than you know on some of the facts and issues, and we're not going to share them. John said he wasn't going to share them. I think people that have brought forth issues have a right to privacy, so you have to assume that we may know more than you know on the specifics, or may not. I have no idea.

Mr. Van Cleave: John, I don't think I've ever seen a CEO in a public setting call out, you didn't have to call them out by name, at least two or three of your EC team, so I would have concerns about your ability to move forward when you literally called them out in front of hundreds of employees. I guess you don't have to call them by name when you look at them. So, I've never seen that kind of conduct personally, in any of the settings I've ever been in. So, in addition to what I feel are credible issues, I'm concerned. I didn't attend the last board meeting, by phone, I couldn't make it in person. (Mr. Van Cleave attended the last board meeting by phone.) That kind of conduct concerns me, as far as moving your organization forward, keeping it going forward.

Chair Travis: In terms of the board, where you were saying why has this been festering? Why hasn't the board talked to you? Well, we weren't informed of what was going on until I got a call as I was leaving for Florida on April 28. So, we have been working very hard at sorting this out and moving as fast as we can because it's a sensitive employment matter. It's our responsibility to work hard, ferret it out as best we can, and move forward. In all of the board members, no one was excluded from that point on. I guess it was April 28, the call that I got, and then I got the Department of Justice involved, I think it was a couple of days later.

**00:16:25**

Mr. Van Cleave: The Governor's office as well.

Chair Travis: Yes, as well, and then each of my board members was independently informed, so that we have a lot of information, and we're not going to be talking about that information. Certainly not right now. You've chosen not to delve into the weeds of it, and we're not going to either, but I think you have to trust, and the people here have to trust, that we have looked at the information.

Mr. Van Cleave: We did receive a letter from John saying that he did make some of those comments. He said some of them might have been out of context, he doesn't recall some of them, but some of them he admitted he said.

Mr. Plotkin: For example, I told somebody to "speak English, not actuary," and that was offensive to somebody evidently. Context is important. I understand, for whatever reason.

Mr. Jensen: But shouldn't you be considering that context when you say that?

Mr. Plotkin: Yes, and I did.

Mr. Van Cleave: What was the race of the person, or ethnicity of the person, who was making the presentation? (Audience made comments, and someone said "You just told us who it was" twice.)

Mr. Plotkin: As I recall, that person was a person of color. But, I don't know, first of all the benefit, that this person was offended.

Mr. Van Cleave: And I asked, were they?

Mr. Plotkin: I said, "speak English, not actuary", and there's a reason in a context, which is actuarial science is very complicated. I have been trying to drive people away from insurance-speak. Stop using acronyms, stop referring to Loss Control, start talking about safety services. So in that context, saying "speak English, not actuary," nobody, I think, could reasonably have been upset, but if they were, I've got an open door policy. Come talk to me. I wouldn't mean to offend.

Mr. Balasubramani: I think almost every executive, every manager, has an open door policy and, some execs have people who routinely walk into the door to air grievances, right? And other execs have the same open door policy, and people don't come in. It's a difficult thing, it's a really, really hard thing for somebody to come in and talk to an exec, and the standards that we're held to, as I understand, in terms of a state agency, the degree of offense, it doesn't have to be to the person the comment was made to, it can be somebody who heard it. One of the things you and I talked about yesterday, is the standard the same for the CEO, or is it higher or lower? It's certainly not lower, but is it higher?

Mr. Plotkin: It's a very fair comment. It is. But again, context does matter. I hear what you're saying about open door. I hope that somebody would come to me if somebody was genuinely offended.

Mr. Balasubramani: Regardless of what happens today, I assume that's going to be something that you're going to be thinking about in terms of the next open door you have, wherever it is.

Mr. Plotkin: Fair comment. I would hope that the next CEO isn't faced with the same kind of dilemma here, if it's not me. This is going to be a tough role to be in if everything that one says is scrutinized, and not assuming good intent. It makes it awful hard to get along.

**00:12:30**

Chair Travis: Well, I don't think everything is being scrutinized, but I think you have to realize that there was a breadth of comments from a large number of people in various levels in this company, and it wasn't easy for someone who is a staff member to come forth and say I am not comfortable, something's been said. We are not going to get into all of these, we are not going to go one by one. You know that you've made a response to us, and

through counsel. We've looked at that. This has been considered. I don't think it's useful to hone in on one example. We could go through, you know, 20 examples, but we don't want to do that, so we have looked at it. I guess that's all I can say about it, I want to say about it. We have gotten information, we have gotten input, and you have made input to us, and through your counsel.

Mr. Plotkin: Madame Chair, just so it's clear. I have scrambled. I have asked for information, and I've never gotten an accurate accounting in writing. I've never gotten anything in writing. I have tried to be honest in my response to the board about the things that I heard, and tried to express some things that either I didn't remember, and so forth, but I wouldn't be here today if there were, there were, if it was 20 deep, real complaints about me that were of significance. I wouldn't be here today if they had been shared with me, and I had the opportunity to consider them. You may have them. If you tell me that you did, then I take that at face value, but I am not aware of them. So, I thank you for the opportunity, but I just wanted to clarify.

**00:10:36**

Chair Travis: I understand. When I say 20 examples, I haven't counted them up, but there a number of examples. I know that we gave you the first time around, seven, and then we gave you another grouping of them, but we're not going there. In case I'm slightly (unintelligible on recording).

Mr. Balasubramani: Because of the board structure, and that the four of us couldn't talk to you together without a public meeting, the discussions were with the DOJ attorneys. That was the structure that made sense.

Mr. Van Cleave: Don't you think it is important to note, whether you care or not, that the Chair has been working with counsel from the very beginning, with the Governor's office, and the board has been following the rules, and she has done a good job of keeping us all informed, working with counsel and the Governor's office all the way through. This hasn't been rashly put together, or quickly put together, it's been put together with thought and lots of counsel from the Department of Justice, Administrative Services, as well as the Governor's office, to get us to this point, to get us here today.

**00:09:19**

Mr. Van Cleave: I would make a motion, Madame Chair, that we terminate the employment of John Plotkin for all the concerns about conduct and judgment up through today, I would make a motion to terminate his employment immediately.

Chair Travis: Do I have a second?

Mr. Balasubramani: Second.

Chair Travis: All in favor of this motion, or let me go one by one.

Mr. Van Cleave: Or raise your hand.

Chair Travis: Raise your hands. That is more appropriate. So, all in favor of this motion.

Chair Travis: Then it is carried.

### **Appointment of interim CEO**

Mr. Van Cleave: I would make a second motion, Madame Chair, that the board appoint John Gilkey as the Interim CEO until the board has a chance to discuss next steps in terms selecting a CEO, pending further action.

Chair Travis: Is there a second?

Mr. Balasubramani: Second.

Chair Travis: All in favor, raise your hands.

Chair Travis: Thank you. Then that is carried.

Chair Travis: Is there any other business for the board to consider? Hearing none, then we will move on to public comment.

We are going to open this public meeting of the SAIF Board of Directors to public comment. We will take 15 minutes for that comment, and giving the large number of individuals attending the meeting

### **Public comment**

**00:08:05**

Chair Travis: We are going to open this public meeting of the SAIF Board of Directors to public comment. We will take 15 minutes for that comment, and given the large number of individuals attending today's meeting, we ask that anyone who does want to address the board, limit their comments to one minute or less due to the number of people. I will ask our counsel, Mr. Lovejoy, to keep us on track timewise, so that we can accommodate as many people as possible.

My name is Chad. I used to work here, and in that time I was selected by Brenda and her group to begin the sustainable workforce initiative which was charged with attracting and retaining quality employees. I no longer work at SAIF because, and I have no knowledge or evidence of this, but I am no longer at SAIF because I got tied up in what I believe was a witch hunt orchestrated by the prior CEO and some members of her team. I got caught up in that, and it got too uncomfortable, so I quit and I found a better job, and I am happier, so I don't have to worry about it now, but when you're talking about your leadership principles of stability being important and striving for simplicity, and being fair, I think the board has failed in that regard in how this has been handled. (Applause from audience.)

I'm Leslie Chartier, and I work in Information Services, and just for the record, I'm a card carrying holder of the, a member of the ACLU and of the NAACP, and I can't vouch for John's character because I haven't known him long enough. I'd wager that few of us can do that because he simply hasn't been here long enough. However, what I can testify to are the changes that I've seen in the last few months. People talk about the new SAIF with excitement in their voices. People seem happy to come to work and are motivated to do work in a different way. People are more enthusiastic about change than I've ever seen here, and this is not a company that accepts change easily. What I've noticed is that hope is present. I had hoped that you would respect us enough to keep that hope alive. Like Chad, I also would like to emphasize SAIF's leadership principles. It's our brand, and its part of my

deeply-held values. Many apply to this case, "stability is important," "we are fair"; but the one I want to call to your attention in particular to today is number 6: "We operate with integrity in everything we do. We are accountable, open, and transparent. The people of Oregon deserve nothing less."

Chair Travis: You're just about at the two-minute mark, and again, I want to make sure others have a chance to talk.

Members of the audience: We want to hear this/her.

Chair Travis: I'll let you go on another minute.

Ms. Chartier continued: SAIF's employees are the people of Oregon, and we deserve nothing less, either. We're here to hold you to that principle, and it's the right thing to do. In closing, I'd like to close with this quote from Abraham Lincoln, "I am not bound to win, but I am bound to be true. I am not bound to succeed, but I am bound to live by the light that I have. I must stand with anybody that stands right, and I stand with him while he is right, and part with him when he goes wrong." Thank you for the time. (Applause from audience).

Mr. Jensen: Can I make a comment to the audience, please?

Chair Travis: Yes, you may.

Mr. Jensen: So, as a board member I want you to understand that out of the 900 employees here, if one person is uncomfortable and feels that they are working within some type of hostile environment, we have to take that into consideration, and if it happens to be you, you would want us to take that into consideration, not by ignoring your concerns because everybody else thinks it's OK for you to leave it alone. That's our job, is to make sure that everybody here feels comfortable.

Chair Travis: If there are any other comments, there is the mic for anyone else to speak.

I (an IS employee who did not give his name) came from SAIF from the outside world, outside of the bubble. (Could not understand what he said.) I think I, and many others, are growing weary and tired of the old thinking. Old ways of doing things, old ways of managing, old ways of dressing, whatever it may be. The future is moving. The company needs to move with it. We need to get on board. This is not helping. CEO is hard, being a VP is hard but, and whatever happened, I don't know all the details, so I feel for everybody in this situation, but I can tell you that moving forward, the executive staff needs to get on board with this company and with the future and get with things immediately. (Applause from the audience.)

Chair Travis: Well, if there is no other public comment, then I would entertain a motion to adjourn.

### **Adjournment**

Mr. Van Cleave: Move to adjourn.

Mr. Balasubramani: Second.

Chair Travis: All in favor, raise your hand.

Chair Travis: This meeting is adjourned.

There being no further business, the meeting was adjourned at 11:32 a.m.

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Kellie Lute, Executive Assistant to the Board