



**Board of Directors Meeting**

**March 18, 2024**

1 The Children's Trust  
Monday, March 18, 2024  
2 3250 S.W. 3rd Avenue (Coral Way)  
United Way - Ryder Room  
3 4:00 p.m. - 6:00 p.m.  
4

5 Board of Directors Meeting  
6

7 Board of Directors  
8 (Present)

9 Kenneth C. Hoffman, Chairperson  
Pamela Hollingsworth, Vice Chair  
10 Mark Trowridge, Treasurer  
Marissa Leichter, Secretary  
11

12 Dr. Edward Abraham  
Laura Adams  
13 Islamiyat Nancy Adebisi  
Matthew Arsenault  
Dr. Daniel Bagner  
14 Cathy Burgos  
Lourdes Diaz  
15 Reverend Richard P. Dunn II  
Gilda Ferradaz  
16 Lourdes P. Gimenez  
Valrose Graham  
17 Mindy Grimes-Festge  
Ashna Paudel  
18 Dr. Clara Lora Ospina  
Diana Ragbeer  
19 Javier Reyes  
20

21 President & CEO  
22 James R. Haj  
23

24 County Attorney's Office  
Leigh Kobrinski  
25 Assistant County Attorney

## S T A F F

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Alejandro Aguirre	Amanda Gorski
Ana Sanchez-Suris	Aundray Adams
Bevone Ritchi	Blake Brown
Carol Brogan	Danielle Barreras
Edward Zambrano	Erick Guerra
Felix Becerra	Garnet Esters
Grettel Suarez	Imran Ali
Jacques Bentolila	James R. Haj
Jennifer Ulysse	Jesslyn Chouza
Juana Leon	Juliette Fabien
K. Lori Hanson	Lisete Yero
Natalia Zea	Patricia Leal
Rachel Spector	Rene Garcia
Sebastian Del Marmol	Shameka Jenkins
Susan Marian	Tatiana Torres
Teresa Cobb	Victoria Gandul
Wendy Duncombe	William Kirtland
Ximena Nunez	Yesenia Reyes
Yuliet Alfonso	

1                   CHAIRMAN HOFFMAN: All right.  
2                   Welcome to the Board meeting. It appears  
3                   that we do have a quorum, so the Executive  
4                   Committee meeting that was scheduled just  
5                   in case we didn't receive a quorum for  
6                   this meeting will be cancelled.

7                   I'd like to remind everybody to make  
8                   sure -- I'd like to remind everybody to  
9                   make sure and turn the microphones on if  
10                  they're speaking, and, of course, to turn  
11                  them off when they're not speaking.

12                 Also, if you need to recuse yourself  
13                 from voting on a resolution, please state  
14                 your name, agency and the reason for  
15                 recusal.

16                 I hope everybody had an opportunity  
17                 to hop onto the injury prevention bus,  
18                 which was parked right outside the United  
19                 Way building before this meeting. This is  
20                 one of the education initiatives of the  
21                 Injury Free Coalition For Kids, which is  
22                 funded by the Children's Trust through a  
23                 contract with the Public Health Trust of  
24                 Miami-Dade County, in partnership with the  
25                 University of Miami Miller School of

1           Medicine. Later on during the meeting, we  
2           have a resolution for further funding for  
3           the injury prevention bus or the  
4           coalition.

5           I'd like to thank everyone, all of  
6           our Board Members, who participated and  
7           the staff, who arranged the day for the  
8           annual Board retreat that was held on  
9           February 22nd. The retreat covered a  
10          number of discussion topics, including a  
11          review of the types of data collected by  
12          the Trust and an update on the staff's  
13          development of web-based tools and  
14          dashboards to enable staff management and  
15          the Board to assess and use real time data  
16          for contract management evaluation and  
17          decision making purposes.

18          We also discussed the Board's role  
19          in policy making as well as feedback from  
20          our Board Members on how we can ensure  
21          that our directors are more informed and  
22          more engaged, and some of the ideas from  
23          that meeting will be discussed at future  
24          meetings or future Executive Committee  
25          meetings.

1           Staff also solicited input on the  
2           times, dates and frequency of board  
3           meetings and committee meetings. And,  
4           again, for right now, I think we're going  
5           to keep them the same, that was the  
6           consensus, but that's something we should  
7           look at in the future as well.

8           And, finally, we discussed a review  
9           of certain of the Trust's procurement  
10          policies. This effort is in process and  
11          will be brought to the Finance Committee  
12          and then the Board later in the year.  
13          Later today, during the Board meeting, the  
14          staff will do a recap of the Board  
15          retreat.

16          I'd like to remind everyone that our  
17          annual Champions for Children ceremony  
18          will be held on April 11th at the  
19          Doubletree Hilton near Miami International  
20          Airport. We'll be honoring several  
21          programs and individuals, including the  
22          late Dr. William E. Pelham, Jr., who  
23          served for a number of years on our board  
24          of directors. Dr. Pelham, who's a  
25          director for the Department of Children

1 and Families at Florida International  
2 University will receive the Dave Lawrence  
3 achievement award for his outstanding  
4 contributions to child welfare throughout  
5 his life. I look forward to seeing all of  
6 you there. And if you're planning to  
7 attend, but not have already RSVP'd to  
8 secure a seat, please contact the staff on  
9 your way out to do so.

10 I see we have a couple of public  
11 comments before the meeting, so I will  
12 first call on Charles Dinkins.

13 MS. LEON: He's not online.

14 CHAIRMAN HOFFMAN: Sorry?

15 MS. LEON: He's not online.

16 CHAIRMAN HOFFMAN: Not online.

17 Okay.

18 Cassandra Williams? When you get to  
19 the microphone, please state your name,  
20 address and organization if you're  
21 representing an organization. Thank you.

22 MS. WILLIAMS: Good afternoon. My  
23 name is Cassandra Williams. This is my  
24 grandson, Samad Williams, and my address  
25 is 9120 Northwest 15 Avenue, Miami,

1 Florida 33147, and I'm representing Miami  
2 senior -- Miami Central Senior High  
3 School, and I'm here today to speak on the  
4 behalf of Hope For Miami at Miami Central  
5 Senior High School.

6 It has been an essential to me and  
7 my grandson, Samad Williams, and our  
8 entire family, because of Samad's  
9 disability, he requires close supervision  
10 and help with his self-care. He cannot  
11 effectively solve problems on his own, and  
12 sometimes he has trouble communicating his  
13 experiences, his symptoms and what he's  
14 feeling. Because of his unique  
15 personality, Hope For Miami, at Miami  
16 Central Senior High School, has always  
17 provided a safe environment with  
18 professional staff members, who are  
19 patient and caring. They have been  
20 socially and emotionally providing  
21 knowledge, skills and confidence to  
22 improve the wellbeing of Samad and our  
23 entire family. Also, the other countless  
24 students and families at Miami Central  
25 High School. We all depend and rely on



1           Hope For Miami resources and services at  
2           this school.

3                     And I stand here today asking all of  
4           you to continue to provide the much needed  
5           funding for the summer and after-school  
6           program to all of our disabled children  
7           and families at Miami Central Senior High  
8           School. Thank you for your time.

9                     CHAIRMAN HOFFMAN: Thank you, and  
10          thank you for your comment.

11                    Okay, next, we have Fabiola Delerme.  
12          I may have mispronounced that name, but  
13          Fabiola. And, again, please state your  
14          name, address, and if you're representing  
15          an organization, the organization.

16                    MS. DELERME: Hello. My name is  
17          Fabiola Delerme, 11501 Southwest 44  
18          Street. I'm here for Hope For Miami. I  
19          am an ESC teacher of 23 years at Miami  
20          Central Senior High and also the  
21          Department Chair.

22                    Hope For Miami had a positive impact  
23          on the students and community for nearly  
24          10 years, and we believe that reinstating  
25          the program aligns with our mission of

1 providing inclusive and supportive  
2 educational opportunities.

3 We currently have 96 students,  
4 exceptional students, that will benefit  
5 from Hope For Miami. Hope For Miami after  
6 school and summer program for students  
7 with disabilities offer a safe and  
8 enriching environment where students could  
9 receive additional support, engage in  
10 tailored activities and build social  
11 connections. Hope For Miami program  
12 emphasize personalized learning plans,  
13 adaptive resources and the involvement of  
14 qualified staff experience in working with  
15 students with diverse needs.

16 Reasons for re-opening. Community  
17 demand. We have received numerous  
18 inquiries and expressions of interest from  
19 parents, educators and community members,  
20 who believe in the value of the  
21 after-school program's positive outcomes.  
22 Evaluations and feedback from previous  
23 participants and their families have  
24 indicated positive outcomes, including  
25 academic process, increased confidence and

1 improved social skills.

2 Ongoing need. The need for  
3 specialized support for disabilities  
4 remains a priority within our community.  
5 By re-opening the program, we can continue  
6 to address these needs and contribute to  
7 the overall wellbeing of the students.

8 In life, opportunities often knocks  
9 softly, disguised as challenges or  
10 disguised as risks. It's easy to  
11 hesitate, to doubt, to say maybe later or  
12 not now, but, remember, this r-e-s opens  
13 the door to possibilities. Every r-e-s is  
14 a step forward. I'm sorry. It's a step  
15 forward into the unknown where growth and  
16 fulfillment await our children. So please  
17 say yes to Hope For Miami.

18 UNKNOWN SPEAKER: Hey, baby, I'm on a  
19 meeting call. Did you feed the cat?

20 MS. DELERME: Sorry. I got  
21 emotional. Thank you.

22 CHAIRMAN HOFFMAN: Not at all. Not  
23 at all. Thank you for your comments. I  
24 appreciate it.

25 And I hope the cat got fed.

1 Charles Dinkins, is he online now?

2 MS. LEON: No, he's not.

3 CHAIRMAN HOFFMAN: He's not online.

4 Okay.

5 It's a little backwards on the  
6 agenda, but before we actually head into  
7 the meeting, I would like to welcome two  
8 new directors to the Board, both of whom  
9 are designees of Mayor Daniella Levine  
10 Cava. The Mayor has a right to appoint  
11 two directors, one of which is a designee  
12 who will be a voting designee and the  
13 other is a nonvoting position.

14 First, I'd like to welcome Cathy  
15 Burgos, who replaces Nelson Hincapie as a  
16 voting member of the Board. Cathy  
17 actually joined us at the recent retreat  
18 that we had.

19 Cathy was recently appointed by the  
20 Mayor as the Chief Community Services  
21 Officer, and oversees a critical  
22 portfolio, including Community Action and  
23 Human Services, Public Housing and  
24 Community Development, Cultural Affairs,  
25 Libraries, Juvenile Services and Animal

1 Services. It's a pretty big portfolio.

2 Prior to being appointed to that  
3 position, Cathy served as Director of the  
4 Juvenile Services Department where she  
5 dedicated more than two decades to  
6 empowering at-risk health youths and their  
7 families through her role as a social  
8 worker. Her exemplary leadership and  
9 commitment has been recognized in speaking  
10 engagements throughout the nation and  
11 overseas, culminating with an invitation  
12 to speak at the United Nations to  
13 highlight the juvenile services  
14 department's innovative juvenile justice  
15 reform model and its extraordinary success  
16 of Miami-Dade County.

17 Cathy holds a master's degree in  
18 social work from Florida International  
19 University and is a member of The National  
20 Association of Social Workers.

21 Welcome, Cathy. You're also welcome  
22 to say anything, if you'd like.

23 MS. BURGOS: Thank you. It is such  
24 an honor to be here. I'm surrounded by  
25 friends, colleagues and folks that I have

1           admired during my entire career as a  
2           social worker. And some of you may not  
3           know this, but Jim Haj and I went to high  
4           school together, but he graduated much  
5           later, but it's an honor, definitely an  
6           honor to be here. And I'm thrilled to be  
7           side by side my friend Diana Ragbeer, as  
8           another appointment of Mayor Daniella  
9           Levine Cava.

10                   CHAIRMAN HOFFMAN: Thank you, Cathy.

11                   So that leads us to welcoming Diana  
12           Ragbeer, who replaces Morris Copeland as  
13           the nonvoting designee of the Mayor. This  
14           is actually a homecoming for Diana, who  
15           previously served at Children's Trust as  
16           director of public policy communications  
17           and later director of community  
18           engagement, primarily overseeing  
19           legislative and advocacy efforts of the  
20           state and federal levels. Diana also  
21           served as the chair of the policy and  
22           advocacy group for the Florida Children's  
23           Services Council, which is now known as  
24           FACT.

25                   Before working at the Children's

1 Trust, Diana worked for Miami-Dade County  
2 as a director of policy and legislative  
3 affairs and state coordinator for the  
4 Office of Intergovernmental Affairs.  
5 After leading the Children's Trust, Diana  
6 served as Monroe managing director of the  
7 Miami-Dade/Monroe Early Learning  
8 Coalition.

9 Currently, Diana is the Co-Chair of  
10 the Mayor's Blue Ribbon commission,  
11 children's commission, and she also serves  
12 as President of Breastfeed Miami and is a  
13 board member of the Florida Children's  
14 Forum. Diana holds a Master of Arts  
15 degree in environmental studies from the  
16 University of Waterloo, in Ontario.

17 Welcome back, Diana.

18 MS. RAGBEER: Thank you so much.  
19 This is truly like coming back home,  
20 although I don't think I ever really left.  
21 Your staff will tell you that we continue  
22 to work on bookshelves, and laundromats,  
23 and barbershops and Breastfeed Miami and  
24 all kinds of projects and I always have  
25 the Trust's back. I've always looked out

1 to be an ally for the Trust. And I feel  
2 like this is formalized return, so thank  
3 you for the homecoming welcome. Thank  
4 you.

5 CHAIRMAN HOFFMAN: Thank you.

6 And with that, we'll move to the  
7 approval of the January 22nd Board of  
8 Directors minutes.

9 Marissa, please.

10 SECRETARY LEICHTER: Good afternoon,  
11 Everyone, and welcome to our two new  
12 members. I hope everyone had a chance to  
13 read the minutes of the last meeting.

14 Do I have a motion to approve?

15 MR. ARSENAULT: I Move, Arsenault.

16 SECRETARY LEICHTER: Thank you.

17 Second?

18 DIRECTOR ABRAHAM: Second, Abraham.

19 SECRETARY LEICHTER: Any objections?

20 Minutes passed.

21 CHAIRMAN HOFFMAN: Thank you,  
22 Marissa.

23 Okay. Then we'll move over to the  
24 Finance & Operations Committee report.  
25 Mark Trowbridge, our Committee Chair.



1                   COMMITTEE CHAIRMAN TROWBRIDGE: Thank  
2                   you, Mr. Chairman. Good afternoon,  
3                   Everybody. Diana, Cathy, welcome to you  
4                   as well. We will be hearing a  
5                   presentation today from our auditors  
6                   regarding the fiscal year 2023 -- sorry,  
7                   2022-23 audit. And I want to welcome Bill  
8                   to introduce Eddy, who is going to give a  
9                   presentation. We had the pleasure of  
10                  hearing from Eddy at our Finance meeting a  
11                  couple of weeks ago, and so we'll bring  
12                  this to the full board now for your  
13                  benefit.

14                  Bill.

15                  MR. KIRTLAND: All right. Thank you.  
16                  Good afternoon, Everyone. It's my  
17                  pleasure today to bring before you a very  
18                  beautiful, and prepared and a printed  
19                  annual Financial Statement report. And as  
20                  our Finance Committee and Operations  
21                  Chairman Mr. Mark Trowbridge mentioned  
22                  that we presented this report at our last  
23                  committee meeting. So the differences  
24                  between the report that we presented just  
25                  a week ago or a week and a half ago or so

1 and today is that the report has been  
2 issued and finalized by our auditors. So  
3 I wanted to essentially provide a big  
4 thank you to all staff at the Trust that  
5 generated the report.

6 And in the meantime, between the  
7 operations staff, and the marketing and  
8 communications staff and the finance staff  
9 that was able to bring this into finalized  
10 form today.

11 I also am wanting to thank MSL CPAs  
12 for the work that they provided alongside  
13 our staff this year. It's always a bit of  
14 nerve-racking when you have the first year  
15 of your -- of the new audit engagement.  
16 This was the first year of a five-year  
17 cycle that we're engaged with them as our  
18 CPAs. So it's a bit of a learning process  
19 between our organization and their  
20 knowledge and understanding -- or  
21 obtaining knowledge and understanding of  
22 our organization, but we developed and  
23 formed a great relationship along the way  
24 and being able to explain how we do  
25 things. We look forward to the audits to

1           come in the future.

2           So I think that the results of this  
3           audit will hopefully, again, yield the  
4           results that we expect at the Trust to  
5           submit this report to the GFOA, which is  
6           the Government Finance Auditors  
7           Association, as we do every year for  
8           consideration, and hopefully qualify and  
9           awarded report, because of its good  
10          standing and upholding I think the  
11          criteria that this Board and our staff  
12          have for this -- to obtain or to continue  
13          to keep the public trust in handling  
14          public funds.

15          So with that, I'm going to introduce  
16          Eddy Castaneda, the audit manager on the  
17          job. I think that he has -- is delivering  
18          pretty much the same presentation that we  
19          provided to the committee, but we wanted  
20          to offer the same information to the  
21          entire Board. So with that, thank you.

22          MR. CASTANEDA: Hello. My name is  
23          Eddy Castaneda, auditing senior manager at  
24          MSL CPA. I'm sure you're all looking  
25          forward to the accounting topics. I'll

1 try to keep this going. Let's see here.

2 So, Required Communications. We are  
3 in charge -- our auditor's responsibility  
4 is to have communications with those  
5 charged with governance, which is this  
6 Board. I hope you understand that we do  
7 answer to the Board. While we work with  
8 Mr. Haj's office and Bill Kirtland, we  
9 answer to the Board. We take guidance  
10 from the Board and direction from the  
11 Board. So if you ever have something that  
12 would come up or something you want us to  
13 look at throughout our audit, we can  
14 incorporate those procedures. Any areas  
15 of concerns, please feel free to reach out  
16 to myself and Joel Knopp, who's the  
17 engagement shareholder on the job. Bill  
18 has my contact information should you want  
19 to reach out.

20 So our responsibilities is to conduct  
21 our audit in accordance with generally  
22 accepted accounting practices as well as  
23 generally audited governmental auditing  
24 standards. We have conducted our audit in  
25 accordance with those standards.

1           Manager's responsibility is to give  
2           us full access to anything we may ask for  
3           in terms of accounting and reporting, and  
4           I'd like to say that there was no  
5           disagreements with management and we got  
6           along swimmingly.

7           The Trust, as part of our required,  
8           we have to understand the Trust internal  
9           controls. We have done that. We have  
10          documented the internal controls and we  
11          also tested your internal controls.  
12          There's been no findings in that regard.  
13          The audit schedule was in accordance as  
14          laid out in our engagement.

15          So we have some deliverables for you  
16          that's included in this report. One is  
17          the auditor report, which is the  
18          quote/unquote unmodified opinion, which is  
19          the clean opinion, if you will. We had no  
20          findings, no instances of fraud or  
21          material weaknesses within the Trust  
22          accounting and reporting.

23          I do want to say we did have an  
24          emphasis on matter. There's a new GASB,  
25          GASB 96 that came into play this year.

1           That's all -- the Trust is now reporting a  
2           liability for any subscription-based  
3           Internet technology arrangement. I won't  
4           go into it, but they were in accordance  
5           with that GASB.

6           The other reports that we have is  
7           report of internal control or financial  
8           reporting. As I said, we're required to  
9           get an understanding of the Trust's  
10          internal controls. There was no findings  
11          in that report. We also have two reports  
12          that are required by the Florida Auditor  
13          General, which is an auditor's management  
14          letter and independent accountant's  
15          report.

16          The management letter, just the  
17          Florida auditor general, requires Florida  
18          governments to follow certain statutes.  
19          We've tested those statutes, and the Trust  
20          is in compliance with them. There's no  
21          findings there.

22          The independent accountant's report  
23          is just to make sure the Trust is in  
24          accordance with the Florida Statute  
25          regarding investments and control, and

1 internal controls over investments. We're  
2 happy to say that the Trust has no issues  
3 there.

4 Just some quick highlights. If you  
5 could actually go to the second one, I'll  
6 skip this one.

7 The general fund, which is the main  
8 operating fund of the Trust, just a brief  
9 highlights that the net change of fund  
10 balance is a number -- that's just how you  
11 did over the course of the year. And the  
12 positive 10.7 million means that  
13 throughout the year, through all the  
14 activities and transactions and in's and  
15 out throughout the Trust, they came up  
16 with 10 million, approximately 11 million  
17 for the year, which is an increase, as you  
18 see, from 2022 of just three million, so  
19 it has been trending up, which is a good  
20 sign.

21 And as you can see the budget, how  
22 you came in with your budget to actuals,  
23 you can see that the Trust actually did  
24 come in over their budget and over the  
25 revenue budget and under the expenditure

1 budget, so that's another -- we'd like to  
2 see that.

3 So I will leave it to any questions  
4 or comments. Okay, thank you.

5 COMMITTEE CHAIRMAN TROWBRIDE: Thank  
6 you, Eddy.

7 MR. KIRTLAND: I just wanted to wrap  
8 it up by also offering just everybody a  
9 little bit of thank you or congratulations  
10 really to the Board, the staff, MSL CPAs.  
11 I mean, I think that the culture that the  
12 Board has established has really allowed  
13 the staff at the Trust to follow the  
14 guidance that we receive, and I think the  
15 culture that's been established, we  
16 believe that this is not necessarily as  
17 much as an accomplishment as it is an  
18 expectation. So we're proud that this is  
19 yet again another clean audit and we're  
20 excited to submit it for consideration for  
21 that award, for the GFOA certificate of  
22 achievement award, which we're going to  
23 make on time, because we got the audit  
24 done within about five months and a couple  
25 of weeks, so that meets the criteria. And



1 so following this meeting, we will submit.  
2 Thank you.

3 COMMITTEE CHAIRMAN TROWBRIDGE: All  
4 right. Terrific. Thank you, Eddy, and  
5 Bill, again, congratulations to you and  
6 your team for the great work they did in  
7 getting that delivered to us.

8 I do think we'll take a vote to  
9 accept the audit as it is presented.

10 So is there a motion to approach the  
11 audit?

12 DIRECTOR ARSENAULT: I'll move,  
13 Arsenault.

14 COMMITTEE CHAIRMAN TROWBRIDGE: Thank  
15 you, Matthew.

16 Is there a second?

17 DIRECTOR REYES: Second, Reyes.

18 COMMITTEE CHAIRMAN TROWBRIDGE: Thank  
19 you, Javier.

20 Any discussion? Further discussion?  
21 Alright, seeing none, all in favor say  
22 aye?

23 COLLECTIVELY: Aye.

24 COMMITTEE CHAIRMAN TROWBRIDGE: Any  
25 opposed, nay? Motion carries and we'll

1 accept the audit as presented. Thank you  
2 again, Everybody.

3 Next we're going to move into a  
4 couple of resolutions that we have before  
5 you, the first of which is Resolution  
6 2024-24. And this is an authorization to  
7 negotiate and execute contracts with five  
8 vendors identified herein selected  
9 following a competitive solicitation  
10 process in the amount not to exceed  
11 \$2,348,500, for a term of 12 months,  
12 commencing October 1, 2024, and ending on  
13 September 30, 2025, with four annual  
14 renewal options at the sole discretion of  
15 the Children's Trust.

16 Is there a motion to approve this  
17 resolution?

18 DIRECTOR ABRAHAM: So moved, Abraham.

19 CHAIRMAN HOFFMAN: Thank you, Ed.

20 Is there a second?

21 DIRECTOR GRIMES-FESTGE: Second by --  
22 second by Grimes-Festge.

23 CHAIRMAN HOFFMAN: Thank you, Mindy.

24 CHAIRMAN HOFFMAN: Is there any  
25 recusals?

1                   DIRECTOR REYES:  Recusal, Reyes.  
2                   Familial relation with principal of Wow!  
3                   Marketing, Inc.

4                   TREASURER TROWBRIDGE:  Thank you,  
5                   Javier.

6                   Any other recusals?

7                   Alright, seeing none, move into  
8                   discussion.  Just to remind you as you  
9                   look at page 8, that the RFPs that were  
10                  solicited relate to advertising created,  
11                  African-American and Haitian Creole media  
12                  buying and community outreach, event  
13                  planning for Champions for Children's  
14                  award ceremony, general media buy and  
15                  public relations services.  And if you  
16                  look at pages 9 and 10, you see the  
17                  various applicants that were approved.  
18                  Ultimately, we decided that we did not  
19                  need to move forward with the event  
20                  planning support that we had originally  
21                  agreed to, and so really we're just  
22                  looking at these four different RFPs.

23                  Any discussion?  Alright, seeing  
24                  none, all in favor, signify by saying aye.

25                  COLLECTIVELY:  Aye.

1                   TREASURER TROWBRIDGE: Any opposed,  
2                   nay? Motion carries. Thank you all very  
3                   much.

4                   Next we have Resolution 2024-25.  
5                   This is an authorization to accept a  
6                   million dollar contribution from and enter  
7                   into an agreement with the Frederick A.  
8                   Deluca Foundation to fund the Children's  
9                   Trust Families Forward child care  
10                  scholarship payments. This will amend the  
11                  Children's Trust budget to be reflective  
12                  of the contributed funds and for the  
13                  Children's Trust to increase the Families  
14                  Forward contract with the Early Learning  
15                  Coalition of Miami-Dade and Monroe over  
16                  two fiscal years for child care  
17                  scholarship payments to the Thrive by 5  
18                  early learning providers.

19                  Is there a motion to approve?

20                  DIRECTOR BAGNER: So moved, Bagner.

21                  TREASURER TROWBRIDGE: Thank you,  
22                  Daniel.

23                  Is there a second?

24                  DIRECTOR LORA OSPINA: Second, Lora  
25                  Ospina.

1                   TREASURER TROWBRIDGE: Thank you,  
2                   Doctor.

3                   Are there any recusals?

4                   VICE CHAIR HOLLINGSWORTH: Recuse,  
5                   Hollingsworth. I work for the Early  
6                   Learning Coalition.

7                   TREASURER TROWBRIDGE: Thank you,  
8                   Pamela.

9                   Any other recusal.

10                  DIRECTOR FERRADAZ: Recusal,  
11                  Ferradaz. I'm on the board of Early  
12                  Learning Coalition.

13                  TREASURER TROWBRIDGE: Thank you,  
14                  Gilda.

15                  Any additional? Alright, seeing  
16                  none, just to remind you that this is a  
17                  commitment of a million dollars over the  
18                  next two fiscal years to support services  
19                  for families that are on the waiting list  
20                  for the Families Forward child care  
21                  scholarships for providing enough funding  
22                  for the families to receive scholarships  
23                  over a period of two years.

24                  Any discussion? All right. All in  
25                  favor, signify by saying aye?

1 COLLECTIVELY: Aye.

2 TREASURER TROWBRIDGE: Any opposed,  
3 nay? Motion carries.

4 I do have an additional item that  
5 you'll see there in bold. This now with  
6 the acceptance of a million dollars allows  
7 us to enter into a contract now with the  
8 Early Learning Coalition, Miami-Dade  
9 County/Monroe. This is for a total of  
10 \$3 million for the child care scholarship  
11 payments. So this now approves that  
12 contract.

13 Is there a motion to approve?

14 DIRECTOR BAGNER: So moved, Bagner.

15 TREASURER TROWBRIDGE: Thank you,  
16 Daniel.

17 Is there a second?

18 DIRECTOR ADEBISI: Second, Adebisi.

19 TREASURER TROWBRIDGE: We have a  
20 second.

21 Recusals?

22 VICE CHAIR HOLLINGSWORTH: Recuse,  
23 Hollingsworth. I work for the Early  
24 Learning Coalition.

25 TREASURER TROWBRIDGE: Thank you,

1 Pamela.

2 DIRECTOR FERRADAZ: Recusal,  
3 Ferradaz. I'm on the board of the Early  
4 Learning Coalition.

5 TREASURER TROWBRIDGE: Thank you,  
6 Gilda.

7 Any additional recusals? All right.

8 Any discussion about this agreement  
9 that we're going to enter into now?  
10 Seeing none, all in favor of the  
11 agreement, signify by saying aye?

12 COLLECTIVELY: Aye.

13 TREASURER TROWBRIDGE: Any opposed,  
14 nay? Motion carries. Thank you very  
15 much.

16 Mr. Chairman, back to you.

17 CHAIRMAN HOFFMAN: Thank you, Mark.

18 We're going to turn it over to the  
19 Programs Services Committee report. And  
20 before they provide that report, we're  
21 going to have a presentation on our health  
22 care portfolio. I just wanted to take a  
23 brief minute and talk to you about the  
24 first 1, 2, 3, 4, 5 resolutions will be  
25 brought as a consent agenda. If any

1 Director wants to pull an item, a specific  
2 item from that consent agenda, they're  
3 able to do so, and we'd appreciate, again,  
4 knowing at the beginning, if you can look  
5 over the five items, if there's anybody  
6 who objects to taking those as consent  
7 agenda. Thank you.

8 So, Pamela.

9 VICE CHAIR HOLLINGSWORTH: Thank you,  
10 Mr. Chair.

11 We are first going to punt to Jim,  
12 and he's going to tee up our health and  
13 wellness update.

14 MR. HAJ: Madam program chair, thank  
15 you. We're going to have presentation  
16 with health and wellness. The last year,  
17 we had the Board health care ad hoc group,  
18 and there's been a lot of work the last  
19 six months. There are six resods in front  
20 of you on health, so we want to just  
21 briefly describe to the Board where we've  
22 come from, what's in front of you today  
23 and what the next six months to a year  
24 looks likes. So I've teed up to Lori  
25 first.



1                   Lori.

2                   MS. HANSON: Thank you, Jim. Lori  
3                   Hanson, the chief of research evaluation  
4                   and strategic planning. And so,  
5                   therefore, I'm going to leave to Juliette  
6                   to talk to you about the resolutions that  
7                   are part of the wider health and wellness  
8                   in just a minute, but I wanted to  
9                   highlight a couple of our strategic  
10                  planning efforts that relate specifically  
11                  to the largest health investment that we  
12                  have, which is our school-based health  
13                  planning.

14                  So the ad hoc health committee  
15                  launched this planning effort last July  
16                  and reaffirmed at our meeting just a  
17                  couple weeks ago, in late February, these  
18                  planning goals, so we wanted to look at  
19                  ways to reach more schools and more  
20                  students, to have more of a menu based set  
21                  of methods of delivery than a one-size  
22                  fits-all approach to each school and to  
23                  consider how do we get more money to do  
24                  this beyond our money, because to be able  
25                  to reach every student, in every school,

1           that's what it's going to take.

2                     So if we go to the next slide.

3                     So we've been working a while on  
4           collecting lots of information to inform  
5           this planning process, and, so far, you  
6           can see some highlights of the elements  
7           that have been completed and some of the  
8           things that are still in progress. So  
9           you've heard me talk before about our  
10          parents -- our community parent survey  
11          that we did.

12                    With regard to the school health  
13          services, we also did a principal survey  
14          of both our regular public school  
15          principals and charter school principals.  
16          We've done some focus groups with parents  
17          and with older kids as well as the current  
18          school health staff that are working in  
19          our school-based health programs, nurses,  
20          social workers and mental health  
21          professionals.

22                    And then we've also had a number of  
23          conversations with our stakeholders and  
24          systems partners at the school district  
25          and at the health department.

1           Staff have been working on a market  
2           compensation analysis to look at salaries,  
3           because we knew we had major shortages in  
4           the health care industry, for sure with  
5           nurses and also mental health  
6           professionals. So those are things that  
7           we want to make sure we're having our eyes  
8           wide open about in the new cycle and  
9           addressing as best we can to prevent  
10          vacancies and turnover.

11          We also have updated our community  
12          health indicators in our annual report and  
13          we worked -- the Board approved our  
14          participation in working with the guide  
15          house pro bono consulting engagement.  
16          That focused on using a national  
17          consulting group of which Dr. Ed Abraham  
18          is a principal that helped us look at more  
19          of the national models for school-based  
20          health care delivery, alternate care  
21          delivery models, public/private  
22          partnerships and just the potential for  
23          third-party pair relationships, which is  
24          another one of the ways that we are  
25          looking at maybe leveraging some of that

1 additional resources.

2 And then in progress, we're still  
3 working on -- we're kind of doing a school  
4 level inventory of what's the funding and  
5 what are the services in each school and  
6 then looking at an analysis of our own  
7 school health utilization data, both  
8 pre-pandemic and then currently after  
9 things have kind of settled down.

10 Go ahead to the next.

11 So in terms of the community  
12 stakeholders meetings, as you know, the  
13 school system and the health department  
14 are essential partners in this work. It's  
15 a statutory obligation for both of them,  
16 and so we've definitely had multiple  
17 individual conversations now that are  
18 giving us really good insights, but we  
19 have also started having a regular system  
20 partners planning meeting. We just had  
21 one this morning. So Juliette and I have  
22 a full health day today.

23 And, basically, we're really talking  
24 about aligning the goals, making sure that  
25 there's common share buy-in and that we're

1           being more coordinated to reach those  
2           goals that I mentioned earlier. Then we  
3           also had, you know, we're exploring, as I  
4           mentioned, multiple models and ways of  
5           packaging cares, so we really need to  
6           explore the telehealth arena in more  
7           detail. So we've had, you know, some  
8           pilots that have happened over the past  
9           years in our community through Nicholas as  
10          well as that works with the health  
11          department to pilot and the school  
12          district is doing some piloting with some  
13          other telehealth vendors, so we've been,  
14          you know, kind of trying to learn about  
15          those.

16                 And then we have also gathered  
17          perspectives, as I said from our currently  
18          funded health providers and we've also  
19          talked with other community health  
20          planning partners, including the Health  
21          Council of South Florida. Many of you are  
22          familiar with them in terms of the health  
23          planning space. And then we've also been  
24          able to sort of pick the brain and engage  
25          some consulting support from Dr. Judy

1 Schaechter, who some of you been around a  
2 long time, will remember as she puts it  
3 one of the mothers of our current -- of  
4 our school health investments as a former  
5 board member on the Trust and a pediatric  
6 practitioner herself. So we're looking  
7 forward to planning a community  
8 stakeholders meeting. It's going to  
9 include more broad participation by health  
10 care agencies and providers that are not  
11 necessarily funded, that are funded.  
12 We're, one, looking at engaging some  
13 meetings, in that meeting with the local  
14 colleges and universities that have  
15 training programs that are training nurses  
16 and mental health professionals, because  
17 we think that's an important pipeline  
18 discussion to have with them and perhaps a  
19 way to leverage some training  
20 relationships that perhaps can give us  
21 services at a different cost point. So  
22 those are all in the works.

23 We'll be planning -- it looks like  
24 the dates -- we just talked about the  
25 dates for that meeting with the partners

1           this morning and we're looking at a date  
2           in May for that community meeting. It  
3           will be Sunshined and we will let the  
4           Board know if any of you are interested in  
5           joining that meeting. And then we will be  
6           regrouping with the ad hoc health  
7           committee in June or July to continue  
8           that. Sorry, I'm on the last slide.  
9           Sorry, my last slide. I shouldn't say the  
10          last slide.

11                 So you can see here, you know, that  
12          we're basically continuing to process this  
13          information. We have the summit planned.  
14          It says spring. I guess, I don't know if  
15          May is still spring. We kind of got to  
16          May looking at dates, and then we'll be,  
17          as I said -- hopefully by summer, we'll  
18          have some planned structured that we can  
19          go through the committee for a release, a  
20          solicitation release, that can come in the  
21          fall with recommendations in the spring to  
22          start the school year in 2025.

23                 Pause for any questions on that  
24          planning update or ask Dr. Abraham if he  
25          wants to add anything from what we've

1 done?

2 Okay, so I'll turn it over to  
3 Juliette.

4 MS. FABIEN: Thank you, Lori.

5 So I'll be going over the resolution,  
6 but I want to start by saying health and  
7 wellness, it's the third or fourth  
8 largest -- I don't know, it used to be the  
9 third, now it might be the fourth largest  
10 investment we have at the Trust.

11 So Lori just mentioned the update for  
12 the school base, which is the largest for  
13 our health initiative, like she mentioned.  
14 So you will see, in the Board packet, we  
15 group together, Ken mention that we're  
16 going to vote, you're going to vote as a  
17 consent agenda from resolution 26 to 30,  
18 but quickly I'll go over the individual  
19 reso even though you're gonna vote on them  
20 as a consent agenda.

21 So the first one -- next slide,  
22 please. So this is the University of  
23 Miami Pediatric Mobile Clinic. We fund --  
24 back to the first -- yes, we fund about  
25 30% of the cost of touring this pediatric



1 mobile clinic we support. They receive  
2 funding through their partners as well.  
3 Then I want to use this opportunity to  
4 address the question you raised last time,  
5 is it confirmed they're really out there  
6 providing services, collecting consent,  
7 they park at some school to immunize the  
8 student with parent consent? And, also, I  
9 do have Dr. Green online if you have  
10 additional questions, she'll be able to  
11 answer. So, yes, they are doing the work,  
12 being in the community.

13 So this I'll go over quickly, some of  
14 the highlights from last year. They were  
15 able to provide more than 3,000 medical  
16 visits. They, you know, close to 500  
17 mental health consultation. They  
18 immunized about 13, almost 1400  
19 vaccinations were provided. So, yeah,  
20 they do serve, you know, more than --  
21 close to 7000 children were served to this  
22 \$100,000 investment. We did a lot. If  
23 you know how much it cost, even out of  
24 pocket, with people with insurance who  
25 receive health care, so it's very

1           expensive. So \$100,000 investment, we get  
2           a lot out of it.

3           Next slide.

4           This is a comprehensive, you know,  
5           vision to Miami Lighthouse for the Blind.  
6           I just want to remind you that we do train  
7           our nurses to do vision screening, so this  
8           is kind of a nice fit like we have on our  
9           nursing screening during the school day.  
10          And then if they fail the vision  
11          screening, they get referred to Miami  
12          Lighthouse for the Blind. So we fund both  
13          components to make sure, like, we're not  
14          just referring kids and then they don't  
15          have anywhere to go, because for even with  
16          people with health insurance, you may not  
17          have vision. You may have medical  
18          insurance, but vision may not be included.  
19          So it's very important for us to create  
20          that pathway from screening the kids in  
21          the school and then referring them to  
22          Miami Lighthouse for the Blind. So you  
23          see other eyeglasses were provided, over  
24          50,000 and over 6200 comprehensive exams  
25          were completed.

1           Next slide. This is another very  
2           important -- and we know Florida is one of  
3           the -- it's in the bottom of the lease in  
4           terms of all health services and access to  
5           all health. So through this all health  
6           prevention program, we fund several, I  
7           think three organizations, to go into the  
8           community to provide services to our  
9           younger children. Those are, like, kids  
10          that are not -- you know, they're  
11          preschoolers or even younger than that.  
12          They go to Head Start centers. They go to  
13          some of our Thrive by 5 centers to provide  
14          services. And you can see through the  
15          slide, also in the reso, how many children  
16          were served. We provided ceiling to this  
17          initiative as well.

18                 So, yeah, next slide.

19                 This is the mobile. Some of you were  
20          able to see outside, and I don't know how  
21          many of you were able to visit. This is  
22          one of -- longest investment since the  
23          beginning of the Trust. Lori mentioned  
24          Dr. Schaechter, Judy Schaechter, was part  
25          of the Board at that time. And HIS Miami.

1 We have Early Coalition, and Jackson is  
2 the one hosting the coalition. So we have  
3 this mobile unit that providing teach  
4 parents on how to install car seats. If  
5 you were able to tour, you'll see even for  
6 how to proof the household. So those are  
7 the services we provide under Injury Free  
8 Coalition. So in terms of training  
9 session that were provided, so it's a  
10 contract that it's also fall under Trust  
11 academy, because they try to train other  
12 providers, because we know with this  
13 investment, if we're trying to reach all  
14 Miami-Dade children and family, we would  
15 not be able to do it through the single  
16 contracts, so, therefore, part of the  
17 contract is to provide training session to  
18 other providers to be able to implement.

19 Next slide. So we know how proper  
20 nutrition is crucial for our young  
21 children. So when they go to aftercare  
22 and summer camp, we know that it's very  
23 important to make sure they get fed,  
24 right, a nutritious meal. So last year  
25 alone, we were able to provide close to

1 460,000 meals to participants. So this  
2 investment, it's, like, about \$600,000  
3 that yield an investment, and so we have a  
4 return investment of \$1.5 million, because  
5 they were able to leverage federal dollars  
6 to this program.

7 So Lori -- I don't have to say much  
8 about this school initiative, because Lori  
9 kind of went over our strategic planning  
10 we're in the process now, to the  
11 leadership of Dr. Ed to kind of see what  
12 the new model will now look like, talking  
13 to, you know, many stakeholders. So this  
14 year we're going -- this is going to be  
15 the last renewal. Next slide. This is  
16 going to be the last renewal, because we  
17 have not added money to this initiative  
18 for the last, I would say, Bill, seven  
19 years? Yeah. And we know our turnover  
20 and, you know, it's very high everywhere,  
21 but in the health field, it's even worse.  
22 We see sometimes about 30% vacancy rates,  
23 so we really need to kind of make sure we  
24 add -- we're asking the Board to approve  
25 additional dollars this year, even though

1           it's the last year that we're going to  
2           renew them, but to allow us to bill,  
3           because if we put a beautiful model  
4           together and we don't have the staff to  
5           fill this position, so we need to make  
6           sure we have the staff in place for when  
7           we go to the solicitation process.

8           Next slide. Yes, that's some of the  
9           beautiful data. This is also in the  
10          annual report that was provided to you.  
11          We said last school year. Those are the  
12          nursing visits. DMI screening, mental  
13          health, all the services we provide within  
14          the school-based school nurse and mental  
15          health program, so we are very consistent.  
16          About 83% of our students, they get to  
17          return to class, so that's saving a  
18          parent, like, a trip to go to the school  
19          to pick up a child if you don't have a  
20          nurse, somebody to provide services in the  
21          school.

22          Next slide -- I think that's it.  
23          Thank you. Any questions?

24          VICE CHAIR HOLLINGSWORTH: Thank you,  
25          Juliette.

1                   Matthew.

2                   DIRECTOR ARSENAULT: Thank you. I  
3                   have a question of the LIP funding on the  
4                   last resolutions.

5                   VICE CHAIR HOLLINGSWORTH: Yes.

6                   DIRECTOR ARSENAULT: Is the dollar  
7                   amount that we're being asked to approve,  
8                   is that incorporated expected LIP funding  
9                   to be received? Or, if not, are you  
10                  expecting additional dollars more than  
11                  that? Does the Trust have oversight on  
12                  how that funding gets used by the  
13                  providers?

14                  MS. FABIEN: No -- well, yes, because  
15                  we do enter into -- I'll answer the second  
16                  part first. We do enter into, like, an  
17                  agreement with the providers incorporating  
18                  some of the language from the state, the  
19                  condition, because it has to be a  
20                  low-income area, like, all those criteria  
21                  we incorporate into our contracts. And  
22                  the way it works, it doesn't cost us any  
23                  additional dollars. It's the same. The  
24                  dollar you see, that's what it takes to  
25                  staff our school. So the process, the way

1 we do it, we would reduce -- let's say if  
2 you, Jesse Trice, so we use your actual  
3 contract to reduce the dollar, from there,  
4 cut the check to the state and the state  
5 send us -- send them the money back with  
6 the additional lead dollars.

7 DIRECTOR ARSENAULT: So, for example,  
8 to use that Jesse Trice's 5.4 million, the  
9 Trust would actually pay less and send  
10 that up to the state?

11 MS. FABIEN: Exactly.

12 DIRECTOR ARSENAULT: The actual money  
13 Jesse Trice gets will be 5.4 after the  
14 matching?

15 MS. FABIEN: After the matching,  
16 exactly.

17 MR. HAJ: Great question.

18 VICE CHAIR HOLLINGSWORTH: Thank you.

19 So we'll move now to the first series  
20 of resolutions. As we indicated, this is  
21 coming under a consent agenda, and this  
22 consent agenda is for Resolutions 2024-26  
23 through 2024-30.

24 May I have a motion, please?

25 DIRECTOR GIMENEZ: I'll move.



1                   DIRECTOR DUNN:   Second.   Richard  
2                   Dunn.

3                   VICE CHAIR HOLLINGSWORTH:   Hold on  
4                   one moment, please.   Shall I read each of  
5                   the resolutions?

6                   CHAIRMAN HOFFMAN:   Do we need to read  
7                   all the resolutions?

8                   MS. KOBRINSKI:   No.

9                   VICE CHAIR HOLLINGSWORTH:   All right.  
10                  Thank you.   No worries.

11                  Our first was -- thank you, Lourdes.  
12                  And a second?

13                  DIRECTOR DUNN:   Richard Dunn.

14                  VICE CHAIR HOLLINGSWORTH:   Thank you,  
15                  Pastor.

16                  Are there any recusals?

17                  DIRECTOR ADEBISI:   Recusal, Adebisi.  
18                  I work for the Department of Public Health  
19                  in Dade County.

20                  VICE CHAIR HOLLINGSWORTH:   Thank you.

21                  DIRECTOR OSPINA:   Recusal, Lora  
22                  Ospina.   I work for the public health  
23                  trust.

24                  VICE CHAIR HOLLINGSWORTH:   Thank you.  
25                  Further recusals?   Hearing none,

1 Directors, the floor again is open for  
2 discussion. There is no discussion.

3 All those in favor?

4 COLLECTIVELY: Aye.

5 VICE CHAIR HOLLINGSWORTH: Are there  
6 any opposed? The consent agenda passes.

7 Moving to Resolution 2024-31:

8 Authorization to negotiate and execute  
9 contracts with six providers identified  
10 herein to deliver comprehensive  
11 school-based health services, in a total  
12 amount not to exceed \$20,094,846, for a  
13 term of 12 months, commencing July 1,  
14 2024, and ending June 30, 2025; and also  
15 to request authorization to use funds from  
16 this initiative to leverage federal  
17 funding through the low income pool  
18 program, LIP.

19 May I have a motion, please?

20 DIRECTOR BAGNER: So moved, Bagner.

21 VICE CHAIR HOLLINGSWORTH: And a  
22 second?

23 DIRECTOR FERRADAZ: Second, Ferradaz.

24 VICE CHAIR HOLLINGSWORTH: Are there  
25 any recusals? Hearing none, moving to

1 discussion. And Juliette teed this one  
2 up, so I'll dispense with my notes and  
3 open the floor to the Directors for  
4 discussion.

5 Hearing no discussion, all those in  
6 favor?

7 COLLECTIVELY: Aye.

8 VICE CHAIR HOLLINGSWORTH: Are there  
9 any opposed? The resolution carries.

10 Resolution 2024-32: Request for  
11 procurement waiver requires the approval  
12 of a 2/3 vote of the Board Members  
13 present. Authorization to waive the  
14 formal competitive procurement process and  
15 to negotiate and execute contracts with  
16 125 providers identified herein to deliver  
17 a high-quality after-school programming  
18 for 15,350 elementary, middle and high  
19 school-aged children and youth, in a total  
20 amount not to exceed 71,637,000, for  
21 year-round and school-year programs. The  
22 contract term will be 12 months,  
23 commencing August 15, 2024, and ending  
24 August 14, 2025, with three remaining  
25 annual renewals, subject to annual funding

1           appropriations. Request for delegation of  
2           authority to adjust paid program partners  
3           and optional program components.

4           May I have a motion, please?

5           DIRECTOR DUNN: So moved, Richard  
6           Dunn.

7           VICE CHAIR HOLLINGSWORTH: Thank you.  
8           And a second?

9           SECRETARY LEICHTER: Second,  
10          Leichter.

11          VICE CHAIR HOLLINGSWORTH: Are there  
12          any recusals?

13          As we move into discussion, I'd like  
14          to recognize and welcome all of the youth  
15          development providers that are here in the  
16          audience today. It's great to see a full  
17          house. Welcome to all of you.

18          Elementary school children need safe  
19          and engaging supervision and care when not  
20          in school, and high-quality, after-school  
21          and summer programs are critical to  
22          meeting this need for working parents.

23          I do want to remind Board Members  
24          that year two implementation adjustments  
25          for the year-round youth development

1 initiative, and there are a couple. The  
2 City of North Miami withdrew its  
3 acceptance of the funding award of  
4 \$176,000. Early Childhood Quality  
5 Consultants, LLC ECQC is not being  
6 considered for the funding due to an  
7 ongoing investigation by the Office of the  
8 Inspector General. This contract was  
9 originally awarded at \$300,000, but was  
10 not executed upon the award.

11 And, Directors, many of you will  
12 remember a discussion similar to this at  
13 our Board retreat. Smart Start  
14 experienced a reduction in year 1 of 170  
15 -- \$107,000 in its contract funding  
16 following the reported challenges in  
17 serving the elementary school population,  
18 and finally the promised land has  
19 decreased in its allocated funds in year  
20 two as a result of lower than expected  
21 program and wellness. This contract was  
22 reduced by \$312,000.

23 Directors, the floor is open for  
24 discussion.

25 I've just been reminded that I

1 skipped the youth development  
2 presentation. My apologies, Rachel, and  
3 I'm going to pause there, for this  
4 presentation. Thank you.

5 CHAIRMAN HOFFMAN: Which relates to  
6 these resolutions.

7 MS. SPECTOR: Thank you, Pam.

8 So just to give -- so just to give --  
9 you can go to the next slide. Just a  
10 reminder, last year at this time, we were  
11 here and you approved our sol -- our  
12 awards coming out of solicitation, so you  
13 approved a 6 million plus dollar  
14 investment to fund 143 development  
15 programs. We were really proud of that  
16 solicitation. It was a big undertaking,  
17 but we did have 78% success rate for new  
18 applicants and 100% success rate for our  
19 organizations that participated in our  
20 small CBO capacity-building initiative the  
21 few years prior.

22 Next slide.

23 So our theory of change is here, I'm  
24 not going to read it, but essentially we  
25 believe that if we provide safe and

1           enriching environments that meet the needs  
2           of young children and older youth, and  
3           support academic health, social,  
4           emotional, then we will meet our goal for  
5           the youth development initiative, that all  
6           of our children and youth are succeeding  
7           academically to their ability and that  
8           they're not becoming involved in risky  
9           behavior during the after-school and  
10          summertime period.

11           Today we're presenting you -- next  
12          slide. Today we're presenting you with  
13          the renewal. It is less than the slide  
14          that you saw before that you funded coming  
15          out of this solicitation. Today's request  
16          is for school-year only and year-round  
17          programs, so programs that serve school  
18          year and summer and school year also is  
19          included, so that's a 120 programs,  
20          representing 292 sites.

21           In our -- currently, in our  
22          after-school programs, more than 18,000  
23          children and youth attending are in  
24          elementary school. So you remember that  
25          we combine our youth development

1 initiative. Now serves middle, high  
2 school and elementary, and you can see the  
3 majority of the children are in  
4 elementary. Additionally, 18% of our  
5 participants, which represents more than  
6 3,000 children and youth report living  
7 with a disability or condition that is  
8 expected to last more than a year. That's  
9 our definition for children with  
10 disabilities.

11 And you can see from the chart that  
12 the most common challenges relating to  
13 attention and hyperactivity. As a  
14 reminder, all of our youth development  
15 providers are required to serve children  
16 with disabilities, and they're all  
17 contracting at a minimum amount of 15%.  
18 So obviously some more serve more, but we  
19 are meeting that expectation at 18% as a  
20 whole.

21 Additionally, one of the other  
22 questions that we ask in the intake form  
23 of parents of children with disabilities,  
24 is if their children received other types  
25 of therapeutic support outside of our



1 program. And as you can see, about a  
2 quarter of the children are receiving  
3 behavioral therapy or services, speech and  
4 language therapy, special ed services in  
5 school, et cetera.

6 So our goal with our youth  
7 development programs is that they're just  
8 ensuring that all children with  
9 disabilities have access to all the  
10 inclusionary appropriate, inclusionary  
11 supports or any other therapeutic supports  
12 that they need while they're in our  
13 programs.

14 Additionally, we added -- this  
15 funding cycle, we added the inclusion of  
16 enrichment activity. So all our youth  
17 development providers should be offering  
18 at least two enrichment activities  
19 throughout the year. And so this chart is  
20 showing the different breakdown, the  
21 different breakdown of activities.  
22 Academic support and health and wellness  
23 are required activities, and so that's why  
24 you see most of the programs are offering  
25 these activities. Within these

1 categories, we do have other categories.  
2 So many of the students are receiving  
3 swimming lessons, swimming classes, other  
4 specific sports classes are very  
5 specialized and they (inaudible).

6 We also require differentiated  
7 literacy instruction for students that  
8 score as frustrational readers in the  
9 beginning of the school year and also --  
10 as well as during the beginning of the  
11 summer. So far this year, over 2200  
12 children have received over 162,000  
13 sessions of differentiated literacy  
14 instruction, mostly delivered by certified  
15 teachers within our program. And three  
16 quarters of all of the students that have  
17 tested into this have already begun to  
18 receive services.

19 Then next we wanted to share a little  
20 bit of information about the surveys.  
21 This is the first time that we directly  
22 collected surveys from our providers to  
23 sort of assess the impact of the program  
24 from the perspective of the children as  
25 well as the perspective of the parents.

1           So sort of, like, a satisfaction survey,  
2           if you will, but it was really also a big  
3           endeavor, because our system is  
4           essentially sending out the survey  
5           directly to parents through the  
6           registration, information we collect in  
7           the registration form.

8           So more than 12,000 children and  
9           youth were surveyed. And as you can see  
10          on the screen that the majority of them  
11          strongly agree and agree that the staff  
12          and their after-school programs are  
13          helping them in the various areas we have  
14          listed here.

15          Additionally, next slide --  
16          additionally, most of the children --  
17          well, the vast majority of the children  
18          were also satisfied with the following  
19          aspects of their after-school and summer  
20          program: So was it fun? Are the staff  
21          caring? Do the staff listen to them? Are  
22          the activities enriching? So we feel good  
23          about the report that we're hearing from  
24          the students.

25          And then the survey, as I mentioned

1           also, went out to parents. So we had  
2           9,000 parents that responded to the survey  
3           in January, and also the majority of them  
4           strongly agree and agree that their  
5           after-school program is helping their  
6           child across different areas. So, of  
7           course, number 1, they're able to have  
8           child care so they can go to work,  
9           including -- okay. And then academic  
10          social skills, homework and reading.

11                   And then the majority of them also  
12          felt strongly agree or agree that the  
13          program also -- that they would recommend  
14          the program to others, that the staff is  
15          caring, the activities are enriching, that  
16          it's affordable for them to be able to  
17          have their children in this after-school  
18          program.

19                   The next slide is, we wanted just to  
20          highlight. Additionally, we have launched  
21          on our website our Find A program. This  
22          is how our parents, guardians or anyone  
23          can go onto the Children's Trust program  
24          and search for an after-school programs or  
25          any of our programs honestly, but they can

1 go in and they can put in their zip code  
2 maybe by where their child school is,  
3 where they live or work, and they'll be  
4 able to pull up all our after-school and  
5 summer camp programs. And when they click  
6 into the map on the specific site they're  
7 looking at, it gives them additional more  
8 detailed information and contact  
9 information so they can reach out to the  
10 program.

11 And then we just wanted to share a  
12 map of the after-school and summer camp  
13 location sites, which you will see are all  
14 over the County, piled on top of each  
15 other in some places. So there are lots  
16 of options for after-school and summer  
17 camps. And that's it.

18 And I just wanted to take a minute to  
19 highlight this last slide and the first  
20 slide. I said briefly that we focus on  
21 enrichment activities. This is part of  
22 the exhibits from one of our providers,  
23 Urgent, Inc. The Trust staff had the  
24 pleasure of visiting the Black Archives at  
25 the Lyric Theater during Black History

1 month, and it was really exciting to see  
2 one of our programs work presented for  
3 that month in that situation. They have a  
4 very, very strong visual arts component to  
5 their after-school program, so I just  
6 wanted to share that as well.

7 Thank you.

8 VICE CHAIR HOLLINGSWORTH: Thank you,  
9 Rachel.

10 The floor is open, Directors, for  
11 discussion, comments?

12 UNIDENTIFIED SPEAKER: I have a  
13 question.

14 VICE CHAIR HOLLINGSWORTH: Yes.

15 UNIDENTIFIED SPEAKER: So on the  
16 enhancement to the website, are you  
17 cross-referencing other programming, like  
18 the County's 3-1-1?

19 MS. SPECTOR: Our website just has  
20 our summer school and after-school  
21 programs. Yeah, it's not, but we  
22 highlight -- yeah, we highlight that  
23 through the collaboration with 2-1-1 in  
24 the more after-school choices, yes.

25 VICE CHAIR HOLLINGSWORTH: Thank you.

1 UNIDENTIFIED SPEAKER: And I wanted  
2 to say that the website is very user  
3 friendly and this (inaudible) to the  
4 program. So this was very easy. Thank  
5 you.

6 VICE CHAIR HOLLINGSWORTH: Thank you.  
7 All those in favor?

8 COLLECTIVELY: Aye.

9 VICE CHAIR HOLLINGSWORTH: Are there  
10 any opposed? The resolution carries.

11 Resolution 2024-33: Request for  
12 procurement waiver, requires the approval  
13 of a 2/3 vote of the Board Members  
14 present.

15 Authorization to waive the formal  
16 competitive procurement process and to  
17 negotiate and execute contracts with  
18 Miami-Dade Family Learning Partnership,  
19 Inc., and All In One Mail Shop, Inc, d/b/a  
20 All In One Direct Marketing Solutions for  
21 the support and maintenance of a birth to  
22 five book club, in a total amount not to  
23 exceed \$3,602,239, for a term of  
24 12 months, commencing October 1, 2024, and  
25 ending September 30, 2025.

1                   May I have a motion, please?

2                   DIRECTOR ABRAHAM:    So moved, Abraham.

3                   VICE CHAIR HOLLINGSWORTH:  Thank you.

4                   And a second?

5                   DIRECTOR ADEBISI:    Second, Adebisi.

6                   VICE CHAIR HOLLINGSWORTH:  Thank you.

7                   Are there any recusals?

8                   DIRECTOR BAGNER:    Recusal, Bagner.

9                   I'm on the advisory board and in kind  
10                  contribution.

11                  VICE CHAIR HOLLINGSWORTH:  Thank you.

12                  Further recusals?

13                  Moving now to discussion.  As you are  
14                  aware, community demand for the Children's  
15                  Trust book club has grown exponentially,  
16                  which has led the Trust to pause  
17                  enrollment in May of 2023, and increase  
18                  funding for the program in November 2023,  
19                  for fiscal year 23/24, in order to expand  
20                  membership and grow the program.  This  
21                  resolution would facilitate a one-time,  
22                  12-month contract renewal beyond the  
23                  current five-year funding cycle with the  
24                  current book club vendors mentioned in the  
25                  reading of the resolution.  This will



1 enable Trust staff members and vendors to  
2 continue to expand their efforts and  
3 strategies to reach the recently increased  
4 membership goal. This additional one-year  
5 renewal will enable Trust staff to gain a  
6 better understanding as well as experience  
7 in providing services to a much larger  
8 audience.

9 Discussion, feedback from the  
10 Directors? Hearing none, all those in  
11 favor?

12 COLLECTIVELY: Aye.

13 VICE CHAIR HOLLINGSWORTH: Are there  
14 any opposed? This resolution carries.

15 And I'm punting to Dan for Resolution  
16 34.

17 DIRECTOR BAGNER: Thank you, Pam.  
18 Good afternoon, Everyone.

19 Resolution 2424-34. Authorization to  
20 negotiate and execute a match contract  
21 with the Healthy Start Coalition of  
22 Miami-Dade for the Moving Beyond  
23 Depression or MBD program, in a total  
24 amount not to exceed \$175,000, for a term  
25 of nine months, commencing retroactively

1 on March 1, 2024, and ending on  
2 September 30, 2024.

3 Do I have a motion?

4 DIRECTOR GRIMES-FESTGE: So moved,  
5 Grimes-Festge.

6 DIRECTOR BAGNER: Thank you.

7 And second?

8 DIRECTOR REYES: Second, Reyes.

9 DIRECTOR BAGNER: And any recusals?

10 VICE CHAIR HOLLINGSWORTH: Recuse,  
11 Hollingsworth. I serve on the board of  
12 the Healthy Start Coalition.

13 DIRECTOR FERRADAZ: Recusal,  
14 Ferradaz. I serve on the board of Healthy  
15 Start Coalition.

16 DIRECTOR BAGNER: So just to give you  
17 a little bit of background, this  
18 resolution addresses perinatal depression,  
19 which is a mental health disorder that  
20 affects pregnant and postpartum women. As  
21 many as one in eight women experience --  
22 report experiencing depressive symptoms,  
23 and about 50% of those women never receive  
24 treatment for their depression. And  
25 according to the CDC, this is a major

1 public health issue as many of you are  
2 aware, and it's particularly problematic  
3 for women living in poverty. So in 2020,  
4 the Florida Maternal Infant and Early  
5 Childhood Home Visiting Initiative  
6 completed the Florida home visiting  
7 statewide needs assessment update, and  
8 that showed that Miami-Dade County was a  
9 high-risk community based on maternal and  
10 child health outcomes and an eligible  
11 community for implementation of Moving  
12 Beyond Depression program based on our  
13 needs and gaps in services.

14 So the Healthy Start Coalition of  
15 Miami-Dade offers this program, Moving  
16 Beyond Depression, MBD program, which is a  
17 comprehensive evidence-based, cognitive  
18 behavioral treatment approach to identify  
19 and treating and reducing maternal  
20 depression in pregnant or postpartum  
21 women, who are experiencing -- who are  
22 participating in existing home visiting  
23 programs. Women are referred to this  
24 program by various partner agencies during  
25 home visits, and it's very innovative,

1 tailored to the specific needs of the  
2 individual mother, who's participating.

3 The total cost of this program,  
4 including other funding, is a little over  
5 \$500,000. The Trust investment is  
6 \$175,000. So with this work basically  
7 each dollar that we're investing in this  
8 initiative, three dollars in direct  
9 funding will be leveraged.

10 So with that, any questions,  
11 comments?

12 Okay. Hearing none, all those in  
13 favor?

14 COLLECTIVELY: Aye.

15 DIRECTOR BAGNER: Opposed?

16 Resolution passes.

17 Punt it back to you, Madam Chair.

18 VICE CHAIR HOLLINGSWORTH: Thank you,  
19 Dan.

20 Resolution 2024-35. Request for  
21 procurement waiver requires the approval  
22 of a 2/3 vote of the Board Members  
23 present.

24 Authorization to waive the formal  
25 competitive procurement process and

1 contingent on necessary approvals by  
2 Miami-Dade County to negotiate and execute  
3 contracts with the Miami Foundation and  
4 Miami-Dade County to launch a child  
5 drowning prevention program in Miami-Dade  
6 County, in a total amount not to exceed  
7 \$300,000, for a term of seven months,  
8 commencing retroactively to March 1, 2024,  
9 and ending September 30, 2024, and a total  
10 amount not to exceed 500,000, for a term  
11 of 12 months, commencing October 1, 2024,  
12 and ending September 30, 2025; and  
13 authorization to enter into agreements  
14 with Miami-Dade County, Miami Foundation,  
15 Miami-Dade County Public Schools, American  
16 Red Cross and future partners and funders.

17 May I have a motion, please?

18 DIRECTOR DUNN: So moved, Richard  
19 Dunn.

20 VICE CHAIR HOLLINGSWORTH: And a  
21 Second?

22 DIRECTOR GIMENEZ: Second, Gimenez.

23 VICE CHAIR HOLLINGSWORTH: Thank you.

24 Are there any recusals? Hearing  
25 none, let's move to discussion.

1 Florida has the highest unintentional  
2 drowning death rate among children from  
3 birth to nine years of age compared to  
4 other states. Based on Centers for  
5 Disease Control and Prevention, national  
6 injury data as well. According to the  
7 archives of the Pediatric and Adolescent  
8 -- Archives of Pediatric and Adolescent  
9 medicines, participation and formal  
10 swimming lessons is associated with an 88%  
11 reduction in the risk of drowning in  
12 children.

13 In order to bring this resolution to  
14 you today, the Children's Trust convened a  
15 team of community stakeholders to  
16 brainstorm solutions to this issue and to  
17 create large-scale community-wide program  
18 to a program that can be sustainable for  
19 future years. This collaboration is  
20 comprised of representatives from various  
21 departments of Miami-Dade County,  
22 Miami-Dade County Public Schools and the  
23 Miami Foundation. Miami-Dade  
24 collaborative is prepared to launch a  
25 pilot initiative and to scale the program

1 each year for three years reaching a  
2 long-term goal of swim lessons for 20,000  
3 children by the end of year three and  
4 beyond.

5 Feedback, discussion from the  
6 Directors, please?

7 DIRECTOR DUNN: Madam Chair.

8 VICE CHAIR HOLLINGSWORTH: Pastor.

9 DIRECTOR DUNN: As I stated in  
10 committee, this is a very personal and  
11 very painful reminder again, having an  
12 oversight in a function where four  
13 children drowned at one time. And so  
14 anything I can do moving forward to help  
15 in some area of water safety, I'm all in.

16 VICE CHAIR HOLLINGSWORTH: Thank you.  
17 Further feedback from our Directors?  
18 Hearing none, all those in favor?

19 COLLECTIVELY: Aye.

20 VICE CHAIR HOLLINGSWORTH: Are there  
21 any opposed? This resolution carries.  
22 Sending it back to you, Mr. Chair.

23 CHAIRMAN HOFFMAN: Thank you, Pamela.

24 So we're going to go now to a summary  
25 of the Board retreat.

1           As mentioned earlier, we did a  
2 slightly different format this year. I  
3 think it was a big success, more of a  
4 discussion on various topics, and focus  
5 groups and Board-guided or individual  
6 initiative discussion.

7           So, Lori, why don't you take it away  
8 and Jack.

9           MS. HANSON: Thank you. Thank you,  
10 Ken.

11           So you all received the full  
12 follow-up notes from the retreat when Jim  
13 sent you the reminder that we were going  
14 to talk about this today and those also  
15 included all the PowerPoint slides that we  
16 did at the retreat, so feel free to reach  
17 out. If you still need a copy or have any  
18 detailed questions about that, I'm going  
19 to hit a couple of highlights today.

20           First -- wait, no, there should be a  
21 PowerPoint. I think it's in the Board  
22 folder. Let's see, we're going to see if  
23 Jack can share.

24           You heard earlier in Ken's opening  
25 remarks about the topics for the agenda.



1           Thanks so much to Pam Hollingsworth, to  
2           Mat Arsenault, Ken and to Mark for  
3           introducing the areas that we discussed  
4           and facilitating the group discussions  
5           around each of those sections.

6                     As Ken mentioned, the Executive  
7           Committee decided this year that given the  
8           topics that related to data access, and  
9           procurement, and the Board input and  
10          engagement strategies that a full group  
11          discussion would be more rich and useful  
12          than the small breakout rotations that  
13          we've done in the past.

14                    So we started out with sharing a  
15          general orientation, Pam, thank you, did  
16          to the many different types of data  
17          generated through Trust business  
18          processes, such as program and fiscal  
19          services and Trust operational and  
20          financial data. We also discussed the  
21          many different levels of data from the  
22          detailed granular to more aggregated big  
23          picture information, with a conclusion  
24          that different audiences likely have very  
25          data access needs to make decisions and

1 take actions, and then we shared some  
2 specific examples of data at the strategic  
3 and investment levels.

4 One example that I shared was the  
5 Trust's strategic framework, which we  
6 refreshed last year with Board guidance at  
7 our prior retreat and this framework  
8 guides the work in investments that we  
9 make by calling out our headline community  
10 results that we seek and the priority  
11 investments that we used to reach them and  
12 those areas shape our budget strategy.  
13 That framework is on our website under the  
14 About Us page, if anyone want to get  
15 another copy.

16 And then just like you heard from  
17 Bill earlier, the annual comprehensive  
18 financial report, through the Finance  
19 Committee report, our annual report is an  
20 amazing reference. And those of you who  
21 were at the retreat, you got a hardbound  
22 copy of that report. And if you were not  
23 at the retreat, you should have one in  
24 front of you today that tells you about  
25 the -- this is the statutory report that

1 we send to the Board of County  
2 Commissioners in January every year. And,  
3 in addition, did they also give the dry  
4 fold -- yeah. So, in addition, there's a  
5 highlights piece that goes with it that  
6 just hits some highlight numbers, if you  
7 don't want to do the detailed reading or  
8 if you want to save the detailed reading  
9 for another time.

10 In the bound Board report, we start  
11 out with an introduction that gives  
12 highlights from the past year. Also, has  
13 a section with the budget and describes  
14 the millage rate for the coming year. The  
15 main body of that report includes seven  
16 sections that are buy program investment  
17 area along with a section on special  
18 populations, which each of those sections  
19 highlight the funded activities that we  
20 have in those areas, the rationale, why  
21 it's important, the program results  
22 highlights for each initiative. And  
23 there's also a list of all the funded  
24 service providers, along with the map of  
25 all the sites.

1           And, finally, near the end of that  
2           spiral bound report -- does someone have  
3           the annual report that you can hold up,  
4           because it's -- not that one. That's the  
5           financial report that you got today. Go  
6           down to the bottom of your pile. Yes,  
7           this one, the one with the beautiful baby  
8           in the front reading a book club book.  
9           So, yes. And then near the end of that  
10          report is where you'll find the updated  
11          community results and indicators data  
12          snapshot that I mentioned that compares  
13          our County level data on various community  
14          indicators with the State and the nation  
15          and looking at those trends over time.

16          So then I'm going to hand it over to  
17          Jack to talk a little bit about the data  
18          access at the initiative level that he  
19          shared with them.

20          MR. BENTOLILA: Thank you, Lori. So,  
21          like, Lori mentioned, those of you who  
22          were at the Board retreat received your  
23          annual report there. That's why it's not  
24          sitting in front of you, and that does  
25          give you a great overview of the system.

1           And then we transitioned that same  
2           information for more focused perspective,  
3           depending on the audience and the purpose  
4           of the audience, so that data can be  
5           viewed by different levels and different  
6           details to assist the users in the  
7           decision making and we shared -- it's my  
8           howl at the moon days. We share the  
9           various -- this was a board mockup that we  
10          shared, so the data on it is definitely  
11          fictitious, but we did discuss with the  
12          Board during the retreat how we're pushing  
13          forward with the data that is easily  
14          accessible, current real time and utilized  
15          on a daily basis.

16          This mockup that was developed using  
17          previous data, that was previous versions  
18          of data that was used at the Board to try  
19          to replace the static data attachments to  
20          resolutions. And when the previous Board  
21          inputs were received by previous retreats  
22          were utilized in the design of these  
23          mockups, the Board shared the desire to  
24          maintain the level of data that would be  
25          used in policy making and reinforce the

1 diving into more granular data as  
2 entrusted with the staff for follow-up.

3 So we will be completing the Y.D.  
4 board dashboards based on the feedback  
5 that we received from the latest retreat  
6 and we heard -- and we heard the following  
7 desires. So we desired for incorporation  
8 and criteria to know if the data elements  
9 displayed is a positive trend or one that  
10 needs additional investigation. We're  
11 going to be working on incorporating  
12 community indicators where appropriate to  
13 provide the Board insight into future  
14 policy making and displaying special needs  
15 populations as appropriate.

16 So those are just a couple of the  
17 snippets that we took from the Board  
18 retreat that we'll be working on the  
19 actual board dashboards Y.D. that's being  
20 developed.

21 And then we moved -- Juliette talked  
22 about the data access at the initiative  
23 level. She reviewed the C.L.Q.I.  
24 framework, which is displayed here, which  
25 is our programmatic continuous learning

1 and quality improvement framework that  
2 aims to facilitate a culture of continuous  
3 improvement within an organization to  
4 maximize impact and achieve better  
5 programmatic results, which Juliette and  
6 her team implement on a regular basis.  
7 The framework is built on four key  
8 foundations: Organization, readiness,  
9 mindset, project management and  
10 operational excellence. The main  
11 component of the framework are performance  
12 assessment C.L.Q.I. plan and quality  
13 assurance, so this is the foundation that  
14 is used in the development of the  
15 dashboards that the program manager's  
16 teams will be using.

17 We did go through all the pages of  
18 the -- of those dashboards. I'm just  
19 going to highlight a few for today's  
20 meeting.

21 So this is an actual version that is  
22 in use today. These dashboards are being  
23 used by our program managers and providers  
24 have the same exact dashboard with data  
25 that's focused to them.

1           So we shared our initial Y.D.  
2           dashboard that had been deployed for  
3           staff, program managers and providers,  
4           reviewed each section for quick overview.  
5           Dashboard displays real time metrics on  
6           attendance timelines, timeliness, service  
7           utilization, slot availability,  
8           participant demographic by grade,  
9           information on children with disabilities.

10           Our program management staff have  
11           this information from various perspectives  
12           depending on the user and their role and  
13           can be drilled down to a granular level.  
14           So at a leadership level, we have the  
15           initiative level and the staff portfolio  
16           down to providers. Our program managers  
17           are able to see their portfolio down to  
18           individual providers they support and the  
19           providers have this exact same view for  
20           their specific data that can be drilled  
21           down to the individual sites.

22           This dashboard is currently in use by  
23           our program managers, and the rollout and  
24           training to providers is occurring with  
25           final rollout and last training to



1 providers in the YD program happening in  
2 April. So the end of April both providers  
3 and program manager will have access to  
4 this data. Next slide.

5 This is another sample of the slide,  
6 so there's multiple slides. I pulled one  
7 from the beginning and one from the end.  
8 This one obviously, this program manager  
9 focus on finance, so dashboard has various  
10 pages depending on initiatives and what  
11 measures are collected and actionable.  
12 And this one was used to highlight the  
13 fact that this one is actually set for a  
14 provider and you can see their various  
15 years, fiscal years, that they can go to.  
16 They can actually drill down to individual  
17 sites so that we can assist providers in  
18 identifying areas of improvement.

19 The financial data is imperative to  
20 ensure the Trust's fiduciary  
21 responsibility, ensuring the funds are  
22 having their maximum impact in our  
23 community. We then transitioned into  
24 discussing our procurement policy and the  
25 Board discussion and action steps. I'm

1 sharing the slide that was actually at the  
2 Board itself, at the Board meeting, Board  
3 retreat.

4 So on the heels of the Board retreat,  
5 recent reviews and revisions of the H.R.  
6 handbook bylaws and support of review of  
7 our infrastructure systems, the goal of  
8 this portion of the retreat was to discuss  
9 an overall review of the procurement  
10 policy document and provide suggestions  
11 and recommendations for review by Finance  
12 Committee and the Board. Based on the  
13 feedback from the retreat, staff will be  
14 reviewing the document to provide  
15 recommendations around the following areas  
16 that are being highlighted from the  
17 retreat. We're going to be looking at  
18 purchasing thresholds for alignment to  
19 current market conditions. Oops, sorry,  
20 hold on one second. Board review and  
21 approval of solicitation awards that will  
22 include approval of resolution approve  
23 resolution of 2017 -- 17 and 201788, with  
24 direction to provide clarity that will  
25 make initial rewards and renewals more

1 streamline and efficient. We'll be  
2 bringing forward any recommendations that  
3 arise during the review by our staff.

4 We heard the Board discussion and  
5 direction, and during the review, we'll be  
6 making revisions with these in mind. One  
7 of the main points we previously heard was  
8 the Board's desire to focus on policy  
9 level discussion versus making specific  
10 decisions about who is funded, and staff  
11 will be bringing specific procurement  
12 policy recommendations that would have  
13 been provided legal sufficiency by the  
14 County Attorney's Office to future Finance  
15 Committee that will then allow the members  
16 to have a discussion and input regarding  
17 the final business rules and  
18 recommendations, that will then be  
19 ultimately presented at a full board for  
20 approval.

21 And then finally Ken wrapped up  
22 the -- our Board chair wrapped up the  
23 retreat. We're talking about the  
24 reimaging of the Board meetings as we  
25 experienced today. Notice Board Members

1           discussed meeting logistics, days, time,  
2           frequency, modality of the meetings.  
3           There was a desire to apply to consent  
4           agenda option, when appropriate, as you  
5           all did today very efficiently, and we  
6           also heard some great suggestion about  
7           meeting content that can make more Board  
8           meetings more engaging and substantive for  
9           Board Members, such as the use of  
10          presentations, as you've seen today, and  
11          data and the use of the dashboard in lieu  
12          of static attachments to resolutions and  
13          the use of in-person and maybe virtual  
14          field trips and attendance events.

15                 That is two-minute summing up of a  
16                 very productive and great Board retreat.

17                 CHAIRMAN HOFFMAN: Thank you.

18                 Jim, I'll turn it over to you for the  
19                 CEO report.

20                 MR. HAJ: Mr. Chair, thank you.

21                 The monthly media highlights. You  
22                 have the packet in front of you. I just  
23                 want to highlight there's an upend that  
24                 came from the fiscal cliff consortium,  
25                 which the Trust has been leading for over

1 a years, so it's really nice that the  
2 partners throughout the community know the  
3 importance of early child care. Part of  
4 that also was building awareness, and we  
5 saw today you approved the reso from  
6 \$3 million that the Mayor had given us, to  
7 the Deluca Foundation gave us a million  
8 and we're going to continue beating the  
9 drums to get additional funding in  
10 Miami-Dade to support children and  
11 families.

12 Financial disclosures. It's that  
13 time of year. They're due by July 1st.  
14 They'll be coming out to the Board Members  
15 soon.

16 Champions for Children, April 11th.  
17 To all the Board Members, we've had about  
18 20 who RSVP'd already. Thank you. If you  
19 have not, please let us know. We're going  
20 to start working on seating assignments.  
21 And it's critical that we have our Board  
22 Members taken care of at the beginning.

23 Young Talents, Big Dreams, Saturday,  
24 May 11th. Two quick things. I'd be  
25 remiss, the CAFR or the ACFR, it's not

1           called CAFR, what's in front of you, to  
2           Bill and the financial team of putting all  
3           this together, and for 11 years reaching  
4           the highest recognition and to have a  
5           perfect audit today. Thank you to you and  
6           your team as well as all the other staff  
7           that made this happen. And the beautiful  
8           annual report in front of which Lori and  
9           your team, with the help of all execs and  
10          team, it's about six months in the making  
11          to get that in front of you. So thank  
12          you, Lori, and your team, for all the hard  
13          work. And the providers, we have many  
14          providers here. We have a lot of them  
15          online. This is the first year of their  
16          renewals in the five-year cycle. Just  
17          want to thank the providers. They are the  
18          ones who do the work day in and day out.  
19          They're the ones who are working with  
20          kids, hands-on, throughout the year,  
21          throughout the summer. I really  
22          appreciate you and your partnerships.

23                 Lastly, there's two -- you approved  
24                 also the expansion of the book club. You  
25                 have two brand new characters, which

1           you'll be seeing on T.V. and all around.  
2           I think they have names. They have names.  
3           Okay. They have names. And that will be  
4           rolling out in the very near future, so  
5           you'll be seeing that in the community.

6                     And just to wrap it up, I do want to  
7           thank Ken. This is his last Board meeting  
8           as chair. He's not leaving. He'll be  
9           moving to a different seat in the future.  
10          He'll also be leading us through  
11          Champions, so he'll be up at the podium as  
12          chair. As for your last meeting, Ken,  
13          it's hard to believe it's six years since  
14          you came onboard, but I thank you for your  
15          leadership, for your friendship, for all  
16          the work. He does a lot of work that  
17          people do not see behind the scenes to  
18          make sure that we are running, that we're  
19          doing what we need to do, so truly  
20          appreciate your leadership and your  
21          service to our community.

22                    CHAIRMAN HOFFMAN: Thank you, Jim.  
23          As Jim said, I'm not going anywhere. I'll  
24          stay on the Board as long as the  
25          organization that appoints me is willing

1 to do so. I did think it was important to  
2 have a peaceful and orderly transition of  
3 power, and I look forward to serving under  
4 our next director, Mark Trowbridge. So  
5 thank you.

6 DIRECTOR DUNN: Ken, may I?

7 CHAIRMAN HOFFMAN: Yes, you may.

8 DIRECTOR DUNN: I just would be  
9 remiss if I did not applaud your  
10 professionalism and your poise. I got to  
11 say it like this, you're so smooth, and  
12 you're so cool, and calm and it exudes and  
13 causes -- it exudes to the entire Board,  
14 because when leadership is cool and calm,  
15 you know, then it tends to be the tone and  
16 tenor of everyone else. And I owe that to  
17 you, and I wish I could be like you. You  
18 really -- if I had known better, I'd think  
19 you were a seasoned pastor.

20 CHAIRMAN HOFFMAN: I think you're  
21 pretty calm and cool yourself, Reverend.

22 DIRECTOR DUNN: Oh, no. Maybe in my  
23 latter years, I'm getting better.

24 CHAIRMAN HOFFMAN: I appreciate that.

25 DIRECTOR DUNN: That's true. That's



1 from the heart. Thank you for your  
2 leadership.

3 CHAIRMAN HOFFMAN: Thank you.

4 And with that, the meeting is  
5 adjourned.

6 (Thereupon, at 5:36 p.m., the meeting  
7 was adjourned).

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CERTIFICATE OF REPORTER

STATE OF FLORIDA)  
COUNTY OF MIAMI-DADE)

I, Lorena Ramos, National Registered Professional Reporter, do hereby certify that I was authorized to and did TRANSCRIBE the Board of Directors meeting, held on the 18th day of March 2024; and that the foregoing transcript, pages 1 through 88, is a true record of my stenographic notes.

DATED this 04/04/2024 in the City of Miami, Miami-Dade County, Florida.

*Lorena Ramos*

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LORENA RAMOS, COURT REPORTER  
Registered Professional Reporter

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