



Sunshine Committee Meeting Transcript

December 04, 2023

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The Children's Trust
Monday, December 4, 2023
3150 S.W. 3rd Avenue - 8th Floor
The Children's Trust - Training Room
2:30 p.m. - 3:30 p.m.

Sunshine Meeting

Committee Members
(Present)

Kenneth Hoffman, Chairperson
Pamela Hollingsworth, Vice Chair
Secretary Marissa Leichter
Gilda Ferradaz, Board Member
Nelson Hincapie, Board Member

President & CEO
James R. Haj

County Attorney's Office

Leigh Kobrinski
Assistant County Attorney

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Imran Ali	Jack Bentolila.
Yuliet Alfonso	Victoria Gandul
Juana Leon	Juliette Fabien
Lori Hanson	Natalia Zea
William Kirtland	

1 CHAIRMAN HOFFMAN: All right. Let's
2 bring the meeting to order. Let's bring
3 the meeting to order. This is a, I guess,
4 an unofficial Executive Committee meeting
5 called as a Sunshine meeting.

6 So I will first welcome and thank
7 those of you who showed up.

8 Do we have any other directors
9 online participating?

10 MR. HAJ: No. Nelson should be here
11 in a second. He's on his way.

12 CHAIRMAN HOFFMAN: Are there any
13 public comments?

14 MS. LEON: There are no public
15 comments.

16 CHAIRMAN HOFFMAN: Okay. I don't
17 know what they would comment on in
18 particular since we haven't posted an
19 agenda.

20 You know, as I said early on, when I
21 became Chair, one of the things that I
22 wanted to make sure and do is get enough
23 input for me, but also really from the
24 staff as possible. And so as we've had a
25 few Executive Committee meetings over the

1 years, I think, in my vision, the purpose
2 is, in part, for us to get more
3 information to the Board that doesn't
4 necessarily come through committee
5 meetings and then also to help the Board
6 in planning a little bit more for the
7 retreat and what our goals are as a Board,
8 because these are important discussions to
9 direct the staff, but also not as easy
10 just to take it in context of a full board
11 meeting.

12 So I'm going to really open up the
13 floor to Lori and Jim to just give the
14 thoughts that we talked about so far for
15 the upcoming retreat and then we'll take
16 it from there.

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

18 So Ken and I have been talking for
19 the last couple of months about -- for
20 this and for the Board retreat. I think
21 everybody is aware, the next meeting right
22 after this, 3:30, at 3:30 will be the
23 nominating committee where we will be --
24 the nominating committee will be
25 submitting a slate of officers for the

1 Board, so we have a change of leadership.

2 The last three years also, we've been
3 working -- the last three Board retreats,
4 about two-and-a-half years in the making,
5 have been getting ready for the large
6 solicitation this winter. It was all the
7 budgeting going into it. The vast
8 majority of our money went out the door.
9 As you know, those who have been along for
10 a long time, if you don't handle the
11 solicitation in a very detailed manner,
12 and also get out there in the community
13 and do all the work that we needed to do
14 would not be successful. I'm pleased with
15 the leadership of the team, the Board,
16 that we had a very successful
17 solicitation.

18 So now that solicitation is out, all
19 our money is out the door, we have
20 five-year contracts we want to look how we
21 work better, and more efficiently,
22 effectively as the leadership of the
23 organization and work with our providers.
24 There's a lot of back end stuff going on,
25 our systems. We have a new finance system

1 coming on board. We have an IDR being
2 built. So there's a lot more information
3 that help us be very transparent and also
4 help move the needle with our provider
5 community.

6 And just how do we utilize our Board
7 meetings? We have Board meetings. I
8 think we bring a lot of reso's. Is there
9 a way that we can more effectively utilize
10 the talents of our Board members in a more
11 concise manner? So those are some of the
12 thoughts we had.

13 I want Lori to talk a little bit
14 about the data that we have and some of
15 the community indicators going to
16 dashboards as well as what we use from our
17 providers.

18 In a little bit, Jack will talk a
19 little bit about our procurement policy,
20 because a lot of decisions we're making
21 with the finance system, and also if we
22 want to do anything differently with the
23 Board and the reso and other things coming
24 down the pike, this is a perfect
25 opportunity to do it, our procurement

1 policy, which we were working on anyway,
2 'cause we just went through the H.R.
3 handbook that approves it. We approved
4 the bylaws and this is really the last
5 piece that we wanted to get done and,
6 again, talk about the re-imagining Board
7 input if it needs to be changed, or if
8 there are ways we can do things better.

9 And health, as you know, the
10 strategic health committee has been
11 meeting. We should get recommendations
12 back from our consultants in the next
13 couple of weeks. So by the time we hit
14 the Board retreat in February, we should
15 have some updates there, too.

16 So those are thoughts to the Board
17 retreat. So we'd like to share a little
18 bit and kind of see if we missed things or
19 things that the Board should have
20 discussion about. The Board retreat, just
21 to remind you is, February 22nd, so that's
22 already scheduled on your calendars.

23 So with that, I'd like to turn it
24 over to Lori to talk about the data for
25 decisions.

1 MS. HANSON: Thank you, Jim.

2 Yeah, so we thought -- we usually
3 share a good bit of data with the Board,
4 you know, in the retreat to help inform
5 your discussions. So this will be no
6 different, but maybe we want to preface
7 that discussion a little bit, because
8 there's so much data and so many ways that
9 you can look at it. And as we kind of
10 embarked on doing some more formalized
11 recording and dashboards and access, it's
12 really brought this discussion that we
13 think is valuable to have with the Board
14 as well, about, you know, any data that
15 you want to look at.

16 It's important to know who's the
17 audience to look at that data and what is
18 your purpose. Like what is it that you
19 want to do with the data. And so we
20 thought, you know, it would be great maybe
21 to sort of have a discussion about the
22 levels of data that we have at the Trust,
23 because, you know, we don't do the work
24 directly. We select agencies and they
25 have contracts and those contracts include

1 site locations, which include
2 participants, right? So there's all these
3 different levels of information that are
4 appropriate for different uses, right?

5 So, for example, at the ground level,
6 the provider needs their participant
7 information. They need to know who's
8 coming, and which kids have been tested
9 and, you know, what data they need to be
10 collecting and what services they need to
11 be delivering.

12 And then if you roll up to that at
13 the contract level, our program staff and
14 our finance staff work with the contracts
15 as they're, you know, operating the
16 program staff or making observations,
17 going out, looking at sites, so they need
18 to be able to see that level of data.

19 And then as an executive team, we're
20 looking at implementation of the
21 initiatives. How are they working?
22 What's working? What's not working? How
23 do we make tweaks? And so we might be
24 more interested in looking at initiative
25 level data.

1 And then, of course, the Board from
2 strategic planning, you guys look at how
3 our initiatives performing and use that to
4 -- and that's going to form your strategic
5 investment decisions each year in the
6 budget but then you also, you know, might
7 want to look at the community level data.
8 So when we're talking about what are the
9 needs? What are the things that are
10 popping up? We're learning so much now
11 about mental health, right? You know what
12 are the things that are emerging, that are
13 the challenges we need to be aware of as a
14 Board when you're making the leadership
15 decisions about direction for funding and
16 budgeting each year.

17 So we want to have some kind of
18 activity probably at the Board retreat
19 where we just talk about levels of data,
20 increase the awareness about what's
21 available and then maybe talk about
22 purposes and audiences about that.

23 And then, you know, we can just say a
24 little bit more about, like, we put around
25 the room a few of our participant input

1 reports. You'll see this stack of color
2 folders. There's four different reports
3 that came out about the parent survey. We
4 might remember that we collected a
5 community parent survey and we did a lot
6 of focus groups with parents and youth
7 leading into the solicitations. And so we
8 thought it would be a great opportunity
9 maybe to share those reports at the Board
10 retreat and maybe double click into some
11 of the information that are in those.

12 Of course, depending on how much time
13 we have and whatever topics are on the
14 agenda, but these are high level, you
15 know, kind of community needs assessment
16 information. These reports are all --
17 there's a few hard copies here. Feel free
18 to take or leave whatever you want, but
19 they are also on our website now. So
20 that's -- it's under our community needs
21 assessment page website.

22 And so then, of course, we have
23 community indicators that we track in our
24 annual report. So we will have, by
25 February, we'll have our new annual

1 report, so we usually take that
2 opportunity to give it out to the Board.
3 So we were imagining that we would also
4 bring the annual report to the table and,
5 you know, share a little overview of that.

6 And then I'm going to let -- I'm
7 going to turn it over to Jack to talk a
8 little about some of our initiative level
9 dashboard work that we've been doing that
10 we hope maybe we can also highlight and
11 share.

12 MR. BENTOLILA: So we've always been
13 a very data rich organization. Access
14 across all of our users has been clunky
15 sometimes, so we really wanted to focus in
16 on getting access to actionable data,
17 right? So through the Board's leadership
18 and the approval of our solicitation, RFPs
19 that we released, we actually brought on a
20 vendor to help us redesign and reimagine
21 our IDR and how we manage our data
22 in-house.

23 And we've been working on, like Lori
24 said, right, access to those at the level
25 they need access to. And we would focus

1 our initial dashboard, our focus with
2 Y.D., our biggest initiative which has the
3 largest impact on our community. And
4 starting at the provider and program
5 manager level, because we wanted to get
6 actionable data in the hands of the users
7 that can make a difference.

8 And from there, we'll be able to
9 leverage that out to, like Lori said,
10 right, depending on the needs of the user,
11 levels that the executives can use to make
12 management oversight of initiatives as
13 well as the Board, so that way at board
14 meetings we can actually have data rich
15 discussions on how the initiatives are
16 going at a much higher level and policy
17 making decisions can be made using that
18 actual data.

19 This is an ongoing project. It is a
20 labor of love. We do have a lot of data
21 points, and we're taking the time to make
22 sure that we put the data that we believe
23 is useful at the level that it needs to
24 be, and then also making a determination
25 between what data needs to be seen on a

1 live daily level versus quarterly or
2 annually like our annual report, because
3 that does have a different level of needs
4 when you're building a system, right?

5 What needs to be refreshed every
6 night versus what needs to be refreshed
7 quarterly doesn't make a difference on how
8 the system is setup and maintained.

9 And even in its infancy, as we're
10 trying to build this system, we do have
11 some stop gaps, such as one of the biggest
12 things that we did with this year was with
13 our Y.D. is having the reporting of
14 attendance on a nightly basis. Give them
15 a little window, but that way we see that
16 spots are being utilized throughout the
17 community and we're able to monitor that.

18 And our programs manager and our
19 programs team has really been at the
20 forefront of that first step of letting
21 the providers know that this is something
22 that's important to our Board and our
23 initiative and we want to make sure that
24 they're staying aware of it by helping
25 them monitor and aware of that, unaware of

1 that. And that's just one item that is
2 maintained and reviewed from a contractual
3 level, so that's that and now to Juliette.

4 MS. FABIEN: Yes, sir. Yes, we do.
5 I mean, I have a whole presentation, about
6 offering workout plan, but I won't go over
7 that today. I just want to highlight the
8 key areas. How our CLQI, which is
9 Continuous Learning Quality Improvement.
10 It's not just enough for the providers to
11 just provide their services. We want to
12 make sure we have a framework on how we
13 get the information.

14 So our continuous learning quality
15 improvement model includes like three
16 prong.

17 The first one you have the program
18 assessment. We have to assess, you know,
19 how well we're doing. And we use that as
20 a baseline to see, like, okay, so we know,
21 you know, when you start at the beginning,
22 the first four months some time in the
23 contract year, you have program managers
24 going out to do observation. And then,
25 again, around January, we will have

1 content area team to go out using like a
2 tool, a specific tool, based on the
3 initiative to observe to see this is
4 what's happening.

5 So that's the observation piece, but
6 in-house, we have some, you know, matrix
7 and quality indicator that we look at. We
8 look at the data to do assessment at a
9 program level. And then what you see
10 usually between the Board, we try to roll
11 it up so you can get picture of the
12 strategic level, how well we're doing as
13 an initiative.

14 At the program level, you have each
15 program manager and program directors
16 working. If they identify areas for
17 improvement, that's when they input what
18 we call our CLQI plan, which is in the
19 past, we called it the growth plan,
20 because we think, it doesn't matter if you
21 have a great program, there's always room
22 for improvement. We want to make sure
23 when the participant come to our program,
24 they have a great experience, right? So,
25 therefore, we would work -- it's not just

1 the provider, this is the plan. We work
2 collaborative with the provider to
3 identify areas for improvement. And then
4 based on that, we have the quality support
5 piece, which is the last piece.

6 Through Trust Academy, you'll see
7 around I think we reviewed a couple of
8 contracts not too long ago, but Trust
9 Academy, we have a pool of experts in the
10 community that they bring the resources.
11 We pay them to work with providers to
12 whatever area for improvement. There's
13 certain training, those are general
14 training, whether or not you have area for
15 improvement. We want to make sure
16 everybody has baseline information about
17 the initiative or some leadership. You
18 name it.

19 And we also have like a leadership
20 program we do for first level staff. We
21 try to gauge different aspect of the
22 continuous learning quality improvement to
23 make sure both staff and providers,
24 they're equipped with the right
25 information to support the program.

1 So that's our approach to continuous
2 learning quality improvement. Like I
3 said, I have a full presentation, I can
4 provide you with all the details and all
5 the prongs to go into details, but that's
6 why we have now.

7 But what I would say, though, we need
8 taking out of the contract level
9 information. And we try different aspect.
10 We try to bring information from the
11 beginning. I don't know if you been a
12 part of the Board for a long time, if you
13 remember contract level detail to fiscal,
14 we have footnotes and things. So it was
15 kind of -- getting the feedback was kind
16 of overwhelming that was and over the
17 years we kind of try to find the middle
18 ground. I think we're at a point now to
19 assess that to see what is the right
20 balance, like what level of information we
21 need to bring to the Board in order for
22 you to be informed to make a decision
23 accordingly. So that's kind of where we
24 are.

25 MR. HAJ: Thank you.

1 CHAIRMAN HOFFMAN: I would say having
2 been around for a little bit, a little
3 while, the reporting was maybe over the
4 top for a while at the contract level.
5 When we were approving things, they were
6 showing things that weren't necessarily
7 directly related to the contract at hand,
8 but we do need to find a happy median to
9 help people understand what we're looking
10 at, whether it's relevant just keeping the
11 Board up to date on a regular basis or on
12 the particular agenda items. I think it
13 would be helpful to come up with, you
14 know, sort of a standard format that we're
15 comfortable with and that provides this
16 information that's really actionable.

17 But, Jack, what you're saying also
18 is, we're now at a much better stage in
19 getting actionable data, and that's what
20 you're saying as well, Juliette,
21 actionable data for our programs to say,
22 hey, your attendance is off this last
23 week, and we need to figure out whether
24 that's, you know, program, people dropping
25 out or you're having an issue with your

1 programming. So I think that's really
2 helpful to hear from our point of view,
3 because they did efficiencies in giving
4 money to people who aren't going to use it
5 is something I think we really need to
6 keep focusing on.

7 MR. HAJ: And there has been a lot of
8 work getting to the dashboards, and we're
9 hoping by February, at the retreat, that
10 we can show you a dashboard, or two or
11 three, so we're working that.

12 And one of the -- what Jack mentioned
13 the attendance, just daily attendance. We
14 used to collect every month. So we're now
15 at daily. And if we can get a dashboard
16 that's very transparent that providers
17 see, and can also help us in summertime
18 when parents are calling to say are there
19 any open seats. So when we refer to
20 people, we would like to let them know
21 where there are open seats in the
22 community to refer. So we wanted a very
23 transparent process that everyone from the
24 Board to the staff to the providers can
25 see. It's going to take us a little time

1 to get there. That's why we wanted the
2 Board's guidance, but we do hope to put a
3 couple of dashboards in front of the Board
4 by February in the draft format.

5 CHAIRMAN HOFFMAN: I'd also say, not
6 only is cooler over here, it's refreshing
7 to sit on the other side of the table.

8 MR. HAJ: The next topics of
9 procurement policy. As we just mentioned,
10 we have a brand new finance system coming
11 on board. We're looking -- we had a
12 provider meeting Friday? Was it Friday?
13 Friday. We shared it with our finance
14 committee regarding some tweaks for
15 finance modules to make life easier for
16 the providers to move small amounts of
17 money and to be more efficient. And that
18 was very -- I think we have tremendous
19 input from the providers that they truly
20 appreciated us listening and making these
21 adjustments, and it gives them great
22 flexibility and it helps the provider do
23 what they need to do doing touch points
24 with the kids as opposed to doing all the
25 back end office.

1 So we're trying to make their life
2 easier, but we want to line with what the
3 Board wishes are with our finance system
4 and get the procurement policy blessed in
5 the near future, so that as we're
6 developing our finance system and our new
7 rules to build the system, that we build
8 it in line with the procurement policy, So
9 that really is the next step.

10 Jack, you want to touch a little bit
11 on the procurement policy?

12 MR. BENTOLILA: Yes.

13 This is a great time, when we've been
14 reviewing bylaws, H.R., training, this is
15 a logical next document. This source
16 document for us helps guide us, the staff,
17 the Board's wishes, and sort of the Board,
18 you know, has provided priorities and what
19 they want to know, the procurement policy.
20 Subsequently follow-up with some
21 resolutions.

22 So what we'd like to do, at the
23 retreat, is to use that time to really
24 reconcile those, reconfirm those
25 priorities and then just unify them from

1 the revised version, right, so that way we
2 have clear direction and we know exactly,
3 to your point, Ken, it's like when we're
4 designing that view of the dashboard for
5 the Board, what are the other priorities
6 are going to be there? It would be easy
7 for us to bring those updates to the Board
8 that are timely and really utilize some
9 face-to-face time so that it's really rich
10 with that data and help the Board make
11 those policy decisions that they're going
12 to make.

13 Also, the opportunity to align the
14 procurement policy with current market
15 standards, right, and to assist us in
16 doing the daily business without a clunky
17 engine to work in. You know, policies are
18 made during certain times, times change,
19 policies have to catch up.

20 So it's just an opportune time to use
21 that revision to really kind of secure the
22 Board, reconfirm their vision and their
23 priorities and make sure that we're in
24 line and carrying them out in a daily
25 basis that we do as a staff in following

1 up with providers and with the mission of
2 providing, you know, the services to the
3 children and families of our county.

4 MR. HAJ: Thank you.

5 Any questions of procurement? Okay.

6 Before we do the health, so I think
7 last month or the month before, we had a
8 couple of providers from innovation fund
9 coming to present. Heard a lot of good
10 feedback from the Board members that they
11 enjoyed it. We had some field trips
12 throughout the year.

13 I kind of just want to get the
14 Board's sense of, do we want to do more
15 field trips? Do we want to get out there
16 and see or do we want the providers to
17 come to us? 'Cause if we can get to the
18 point that we're more efficiently and
19 effectively putting in the dashboards that
20 you can see at anytime the real time data
21 of a provider, does it necessarily have to
22 be at Board meetings? Can we do Board
23 meetings at every other month? And then
24 those months that we don't have a Board
25 meeting, do field trips or do things that

1 Board members may want?

2 So I just want to have a discussion
3 on what does the Board -- what are their
4 wishes. You know, again every time we
5 have presenters, I get comments or calls
6 saying that people truly appreciate the
7 presentations or the field trips to then
8 go see it firsthand. We haven't done the
9 collective where we put everybody in a bus
10 in many years, that was pre Covid, but we
11 have done it in the last year that we put
12 a spot try to put a spot and we tried to
13 keep it tight between 11 and 12 for an
14 hour throughout the County that the
15 individuals can see.

16 So for April, with Ken's blessing,
17 we've repurposed April's Board meeting for
18 Champions for Children, so we hopefully
19 get all our Board there, and Overtown new
20 centers is doing their ribbon cutting
21 earlier that month in April, so we'd like
22 to do a tour of the new facility with the
23 Board in later April.

24 And do we want to continue along
25 those paths or do we want to keep it the

1 way it is? So, either way, we just want
2 to get the Board's guidance on what the
3 Board would prefer to do.

4 And now we do, with the bylaws, we
5 have a consented agenda. So hopefully in
6 January we're going to bring our early
7 child care portfolio. We're going to get
8 an extensive presentation. We're going to
9 have presenters. And if we cover all that
10 through a PowerPoint and have great
11 discussion, then do we have to read all
12 those individual reso's or can we bring a
13 consent agenda and get all those seven or
14 eight of those passed at once, because the
15 discussions have been entered in a
16 PowerPoint.

17 So we want to make a more
18 interactive, and we have a 33 -- 32 Board
19 Members with a lot of talent and a lot of
20 lot that they can bring and how better to
21 utilize people's talents as we move
22 forward. I don't know the answer, but I
23 want to have a discussion with the Board
24 on what your wishes are.

25 And then, lastly, just really the

1 school-based health and where will be at
2 that time. We don't necessarily know
3 exactly where we'll be, but do you want to
4 give an update on health?

5 MS. HANSON: Sure.

6 We've been busy collecting a lot of
7 community input related to -- from
8 different stakeholders, including parents,
9 some youth, our nursing staff, our social
10 work, mental health staff, the
11 administrative staff of the current and
12 then our system partners of the district
13 and the health department. So a lot of
14 focus in the past couple of months since
15 you guys approved us to start working with
16 the national consulting group in October.

17 And then the national group, what
18 they've really been focusing on is like
19 that national stand. Like what are other
20 large urban school districts doing in the
21 area of school health? Is there something
22 innovative out there that we need to look
23 at? What are the models? What are some
24 revenue, possible revenue generating
25 things, like with billing or other types

1 of things that we should be looking into?
2 So all that is still just sort of -- all
3 the puzzle pieces are being created and
4 then, you know, probably, shortly after
5 the first of the new year, we'll be
6 starting to put the puzzle pieces together
7 and so we would expect we can have an
8 update at the retreat or maybe perhaps
9 have a health committee meeting, you know,
10 adjacent or around that time, but for sure
11 we could be able to update. We don't
12 expect that our updates will be in time
13 for us to generate a solicitation for next
14 school year, because we would need to kind
15 of have the puzzle put together already
16 now to release in time for the school year
17 next year. But we do think that even that
18 year before, if we start the next school
19 year with a brand new, like, approach to
20 the models or a menu maybe of different
21 models to fit the different needs, at
22 different schools, which is kind of what
23 we started talking about with the health
24 committee originally and with the
25 consulting group, we could do some

1 potential pilots of testing out some
2 things in the interim year.

3 So, yeah, we can give an update in
4 February with where we're at on that and
5 get additional work input for direction.

6 MR. HAJ: Thank you, Lori.

7 And just the last piece, talking
8 about re-imagining the Board meetings or
9 how -- what the Board would require from
10 the resolutions that go in front of you.

11 So on 17, we have a discussion at the
12 retreat regarding the CO amendments.

13 Well, I'm able to authorize Board
14 Amendments. We also talked about
15 dashboards. We came up with graphs back
16 then at the time what you want to see and
17 we graphically illustrated and there was
18 some discussion how Board Members would
19 like to see that graphically. So we'd
20 like to have the discussion, too, is what
21 needs to be in the reso for the Board's.
22 And if there any tweaks, is there any
23 additional information you need or is it
24 additional authority that you can give the
25 CO that may not need to be included or

1 reported back to the Board in a different
2 format.

3 So, Mr. Chair, that is it just for
4 our presentation in terms from the Board
5 retreat aspect. Is there any --

6 CHAIRMAN HOFFMAN: No, from the
7 retreat aspect, no. I do think, you know,
8 it's staff described some of the things
9 you talked about. I think it's important
10 that Board meetings become very, like,
11 routine. And I think actually the
12 committee meetings there's a lot of
13 activity and discussion -- more activity
14 and discussion. So it's not to
15 de-emphasize the Board meetings
16 themselves, I think there's other methods
17 of passing the resolutions by getting more
18 information in our hands so we know what's
19 going on, because I see a lot of blank
20 stares sometimes at Board meetings and I'm
21 not sure if the people, you know, are
22 really paying attention to the actual
23 resolution versus the fact that we're
24 there approving a bunch of resolutions.

25 So I'd like to -- I mean, I'd

1 obviously like to see the committee
2 meetings remain meaningful and have as
3 much information as possible, because the
4 people there tend to be more focused on,
5 you know, the jobs that the committees
6 have.

7 And not to de-emphasize the Board
8 meeting, but as Jim said, make it a little
9 more graphic in the sense this is what the
10 Board wants to know as they move to
11 approve things, so that's the information
12 we provide and then with the opportunity
13 to do a consent agenda, again, maybe get
14 rid of some of the, you know, repetition
15 of resolutions of going through the
16 motions. So I think that's the idea. Any
17 ideas, you know, are welcome.

18 VICE CHAIR HOLLINGSWORTH: I think
19 this all sounds great. I love the idea
20 focusing a little bit differently at the
21 Board retreat and focusing less, you know,
22 with problematic suggestions or referrals.
23 I love the idea that we're kind of
24 shifting to a very strong focus on data,
25 you know, because that can also be used so

1 creatively.

2 In terms of the programs committee, I
3 think it would be great to be having
4 presentations for each committee meeting.
5 You know, some of the rich staff I've been
6 hearing today and the direction we're
7 going, I think there's a real opportunity
8 there. And maybe there's some alignment
9 with field trips for programs also, but
10 I'm excited. I love innovation. And I
11 think the danger is to stay in one place.
12 So, you know, continuously reinventing the
13 great work that you and the team are doing
14 and reflecting that in our committee and
15 Board meetings, I think is very exciting.

16 MR. HAJ: Thank you.

17 I have one more item, a provider
18 update. I just want to bring this team.
19 We're not going to be meeting with finance
20 in January. It won't be until March, but
21 I have a provider update.

22 In June 22, 2021, which is
23 two-and-a-half years ago, we got an
24 anonymous -- not anonymous, former
25 employee for early childhood quality

1 consultants, so we call it ECQC, alleged
2 misuse of funds from Covid-related grant
3 and misuse of Trust employee's time and a
4 CBD **store. So that investigation has
5 been going on. We've been working with
6 the inspector general from Miami-Dade
7 County as well as Miami Beach. Appreciate
8 Leigh and Shaniecka's (phonetic) support,
9 too. On November 14th, we notified ECQC
10 of the information that we have at this
11 time. We are not going to enter into a
12 new development contract with them, and
13 we're just going to continue maintaining
14 the cooperation with both OIG offices
15 until we have the final report, which we
16 hope will be coming in the next couple of
17 months, but I just wanted to bring the
18 Board up to date on that in case you get
19 any questions.

20 Mr. Chair, that is it for us.

21 CHAIRMAN HOFFMAN: Anything else?
22 And, again, this is -- this is not my
23 forum. It's really your forum or our
24 forum.

25 I do think that the idea of

1 personally having field trips and the like
2 is important to me, because I otherwise
3 just have people standing up in front of
4 us to talk to us about what they do, and
5 it's kind of hard. Some are great
6 presentations, but it's kind of hard to
7 deal with. We've had some great visits
8 over the years, so I'd like to continue
9 that, if I have a say so.

10 But I also think that it's important
11 to bring some people to the Board and to
12 also bring more presentations, because,
13 again, a lot gets learned at the committee
14 level, but gets lost in translation at the
15 Board level, because we don't focus on a
16 lot of the overarching themes or reasons
17 why we're doing this.

18 MS. HANSON: If I can ask the
19 questions selfishly since we'll be
20 planning the retreat. And Pam made a
21 comment about this is going to be bringing
22 in some things that are a little
23 different, because most retreats have been
24 very programatically focused either on,
25 you know, child and community needs data

1 or, you know, just the different
2 initiatives that we funded, which we
3 still will have some back in this, but as
4 we also start to talk about, you know,
5 efficiencies and our policy development
6 and Board -- you know, how to best use
7 Board time, I would be curious to have
8 your input about, like, how you would like
9 to see the retreat structure.

10 So with programatically, we sort of
11 have done historically breakout sessions
12 and small group discussions around those
13 programmatic areas. How do you see --
14 does that translate into these more
15 policy, you know, process and procedure
16 type of discussions or does that seem like
17 it would be more effective with the whole
18 Board together?

19 You know, just trying wonder what are
20 your thoughts about how to use the time
21 most efficiently at the retreat and
22 accomplish the goals that relate to the
23 content we talked about.

24 VICE CHAIR HOLLINGSWORTH: I like the
25 idea of staying together rather than the

1 breakout groups. That's what this speaks
2 out to me, what I'm reading, what's laid
3 out here. The breakout groups are great,
4 but they are always challenging to stay on
5 topic and, you know, to keep things
6 moving.

7 So from my perspective, and based on
8 the direction that I'm seeing here, it
9 seems, you know, like a natural
10 progression to keep us together, my two
11 cents.

12 CHAIRMAN HOFFMAN: I think it's -- I
13 mean, they've always provided great input.
14 I think when we're able to consolidate and
15 the like, but they are rushed in a sense,
16 but also we've had challenges. We've had
17 great group discussions where everybody
18 was sitting around the room as well. So I
19 think as long as the discussion is
20 facilitated in some way, it's fine to do
21 it with the entire group. We're not going
22 to take a whole day I don't think, but if
23 we had more time, then it's easy to spend
24 40 minutes in a breakout and then go over
25 results and do it in a meaningful way, but

1 I think we've ended up, you know, fairly
2 rushed format to get a lot in. Even
3 though it's produced a lot of great
4 results, I think it's challenging.

5 VICE CHAIR HOLLINGSWORTH: I mean,
6 it's an unprecedented opportunity to have
7 a very focused conversation with some the
8 Board Members that we typically don't get.
9 Yes, we do have social opportunities, but
10 in terms of kind of programmatic content,
11 rich opportunities, the breakout groups
12 are great for that.

13 I like what Ken said about, if we're
14 a large group, then closely facilitate it.
15 I think that would make a big difference.

16 CHAIRMAN HOFFMAN: The only other
17 thing I would say, again, to my own sort
18 of thing is, I would rather get materials
19 and outline, understand what I'm going to
20 be doing before I get there, because then
21 I feel like I'm prepared and contribute.
22 And I think it's a challenge for the
23 staff, because then we start looking at
24 the calendar that moves back, back, back,
25 to get materials out, but at least some

1 sort of guidance on, you know, what we
2 anticipate talking about.

3 And I would re-emphasize trying to
4 say everything, give presentations that go
5 from soups to nuts and keep on the bigger
6 themes of what we're trying to accomplish,
7 but have something in everybody's hands so
8 they feel like they know what they're
9 doing.

10 MS. HANSON: Yeah, maybe try a big
11 group this year. It seems like all the
12 times I can remember we have done breakout
13 groups, so maybe try something new, and
14 it's not, like, in the low 30. I'm
15 thinking when I was in school, my class
16 was like in the low 30's. It's not like
17 were such a big group that every single
18 person shows up anyway. Let's say 20
19 people show up, it's still a small enough
20 group to work with. I think that maybe we
21 should try just one. I mean, that's not
22 including staff, but let's just try it.
23 We can always go back to the breakout
24 groups next year, but we haven't done a
25 big group since I can remember.

1 CHAIRMAN HOFFMAN: Thank you, All.

2 SECRETARY LEICHTER: I just want to
3 say one thing unrelated.

4 CHAIRMAN HOFFMAN: Any other
5 business?

6 SECRETARY LEICHTER: Gilda kind of
7 knows what's going on. The Trust has
8 someone on the CBC alliance?

9 MR. HAJ: Yes.

10 SECRETARY LEICHTER: We're kind of in
11 emergency crisis. I was unfortunately not
12 able to go to the meeting, but there are
13 children that are sleeping in offices.
14 And I'm not sure if the Trust can do
15 anything. I think in my time on the board
16 we stepped in in other emergency
17 situations. I know we're having another
18 emergency meeting on the 12th at
19 5:00 p.m., but, you know, as a community,
20 I think it's important to recognize what's
21 going on. I feel it's my responsibility
22 as someone on this Board, who represents
23 that population of children, to just say
24 something. And so I didn't know if you
25 were aware, but it's a crisis. You know,

1 I think we're trying to address it within
2 this child welfare community, but it's
3 best when we have everyone and help and
4 not working in --

5 MR. HAJ: Are you in the meeting as
6 well? Are you on the Board?

7 SECRETARY LEICHTER: What?

8 MR. HAJ: Are you on the CBC alliance
9 as well?

10 SECRETARY LEICHTER: I'm not, but I'm
11 on the committee for the conference, but
12 that's not the actual board. And I think
13 Candice is. I think foster care review,
14 if anything, Candice is, but I'm not.

15 MR. HAJ: Yeah, we have a staff
16 member on the board.

17 SECRETARY LEICHTER: Right, I thought
18 so. I didn't know if you were -- or if he
19 told you.

20 MR. HAJ: We do, and I know the next
21 meeting's scheduled. It's actually --
22 what's today?

23 SECRETARY LEICHTER: It's a week from
24 tomorrow night. It's A Zoom meeting.

25 MS. HANSON: There actually was a

1 poll that was sent out, because Citrus
2 can't make it that day.

3 SECRETARY LEICHTER: Oh, so they're
4 going to change it?

5 MS. HANSON: Yeah. I suggested that
6 they change it.

7 SECRETARY LEICHTER: So it's not the
8 12 at 5:00 p.m. anymore?

9 MS. HANSON: Well, a poll went out
10 today to change that.

11 MR. HAJ: But we are aware.

12 SECRETARY LEICHTER: Like I said, I
13 couldn't make the last emergency meeting,
14 but I heard, you know, there were
15 different solutions. Some of them more
16 creative than others of how to address the
17 situation, but I just didn't know if we
18 can do anything as the Trust.

19 MR. HAJ: We'll look further into it.
20 Will be there on the 12th, or whenever it
21 is.

22 CHAIRMAN HOFFMAN: Anything else?
23 Great. Thank you for coming.

24 MR. HAJ: Some of us have to stick
25 around for 20 minutes. Who else, Marissa?

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MS. LEICHTER: I brought my laptop.
(Thereupon, at 3:10 p.m., the meeting
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 a tape recording of the proceeding of the Sunshine Meeting, held before the Trust Board, on the 4th day of December 2023; and that the foregoing transcript, pages 1 through 42, is a true record of my stenographic notes.

DATED this 12/18/2023 in the City of Miami, Miami-Dade County, Florida.

LORENA RAMOS, COURT REPORTER
Registered Professional Reporter