



Executive Committee Meeting Transcript

November 15, 2021

THE CHILDREN'S TRUST EXECUTIVE

COMMITTEE MEETING

"IN PERSON QUORUM WITH SOME VIRTUAL ATTENDANTS"

The Children's Trust Executive Committee

Meeting was held on November 15, 2021, commencing at
3:00 p.m., at 3150 Southwest 3rd Avenue - 8th Floor
Training Room. The meeting was called to order by
Kenneth Hoffman, Chair.

COMMITTEE MEMBERS:

Kenneth C. Hoffman, Chair

Mark A. Trowbridge

Karen Weller

Pamela Hollingsworth

Gilda Ferradaz

Mary Donworth

Richard Dunn

Nelson Hincapie

STAFF:

Sheryl Borg

Patricia Leal

Imran Ali

James Haj

**CERTIFIED
ORIGINAL**

- 1 STAFF (Continued):
- 2 Juana Leon
- 3 Lori Hanson
- 4 Jack Bentolila
- 5 Juliette Fabien
- 6 William Kirtland
- 7 Stephanie Sylvestre
- 8 Natalia Zea
- 9 Muriel Jeanty
- 10 Leigh Kobrinski, Legal Counsel
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P R O C E E D I N G S

MR. HOFFMAN: Why don't we go ahead and get started. It's a little after 3:00 o'clock. We have everybody except for Pastor Dunn, I believe.

MS. JEANTY: Yeah, we have quorum.

MR. HOFFMAN: Is he coming?

MS. JEANTY: Yes, he's supposed to.

MR. HOFFMAN: Okay. Any public comments, Muriel?

MS. JEANTY: No, there is no public comments. I'm sorry.

MR. HOFFMAN: Okay.

Thank you all for being here. I think we do have an agenda with items to go over, but I also wanted to just welcome our newly constituted Executive Committee. I think it's important to [inaudible 01:29] point of view on some of the things that we're going to go over here today because [inaudible 01:37] it's really helpful to [inaudible 01:42] some of the things we talked about at the Board Retreat, getting as much feedback into the staff as possible, for the board and for us. Make that meaningful.

So the first item for review is the approval of the September 21 meeting. Can I get a motion to approve the minutes?

MR. HINCAPIE: So moved, Hincapie.

1 MS. HOLLINGSWORTH: I'll second, Hollingsworth.

2 MR. HOFFMAN: Okay. All in favor?

3 (WHEREUPON, the committee members all responded
4 with "aye.")

5 MR. HOFFMAN: Any opposed?

6 (No verbal response.)

7 MR. HOFFMAN: So I wanted to take a few minutes
8 to -- otherwise we'll just have the time during board
9 meetings, so that some of the executive team could
10 [inaudible 02:36] sort of introduce themselves and
11 talk about what they're doing. Again, this is just
12 [inaudible 02:45] board meetings, but we do have some
13 new participants, including Jack [inaudible 02:55].
14 So maybe you can give yourself an introduction.

15 MR. BENTOLILA: Okay. All right. So, good
16 afternoon. Jack Bentolila. Jack Bentolila, you could
17 ask my mom. I'm the new chief operating officer here
18 at the Trust. I'm very happy to be here. So I'm just
19 going to give you a little bit of background about
20 myself and how I ended up here. So, I have my
21 bachelor's and master's degree in special education
22 from the University of Florida. I have a specialist
23 in educational leadership. I have my doctorate from
24 FIU's [inaudible 03:25] program. It's a program not
25 many people know about, but it combines classes from

1 the education, special education, educational
2 leadership program for doctorate program. So I was
3 lucky to be part of the first class in that. So I was
4 very excited. I was with the school system for 22
5 years, started as a special ed teacher and went up to
6 assistant principal, principal, ended up at the region
7 level dealing with budget personnel and operations for
8 the central region office. During that time I was
9 also an inclusion consultant for the Cayman Islands
10 and New Orleans public school systems. So that was
11 also a nice experience to have. After 22 years, I had
12 an opportunity to work for Miami-Dade County's, the
13 mayor's office in the internal service department,
14 also known as GSA or General Service Administration,
15 most other government agencies. In that position I
16 worked basically in operations and had a lot of
17 experience with construction, procurement, risk
18 management, fleet management, project management
19 office, managing their 6 million square feet of office
20 and warehouse space, as well as their real estate
21 division that handles all their property, as well as
22 selling and buying properties for the county. So that
23 was a huge different perspective. And then five
24 months ago, six months ago, had the opportunity to
25 come to the Trust and basically bring both those

1 worlds together and being able to work with families
2 and kids, which was where I started and what I love to
3 do. As well as my operations experience here. I have
4 been lucky in this time to be working with all these
5 great individuals to move the agenda with The
6 Children's Trust in reaching children and families
7 across Miami-Dade County. I've enjoyed every minute
8 of it. Short and sweet.

9 MR. HOFFMAN: I'll turn it over to Jim.

10 MR. HAJ: Mr. Chair, thank you for giving us this
11 opportunity. I really just want to -- the executive
12 team, half our executive team is new in the last six
13 months. We just want an opportunity so you get to
14 meet them, you get to know some of their backgrounds.
15 I have Jack, Natalia and Juliette, who will spend a
16 little more time. I think most of you know Lori.
17 Imran. I know some people are giving nods. Some
18 people don't want to know Imran, don't want the
19 liability. And Bill. I think everybody knows these
20 three well. So we'll give them a little more time.
21 So introduce yourself, be brief.

22 MS. HANSON: Sure. Yeah, I was looking around
23 the table, like everybody pretty much knows me, I
24 think. I don't know if everybody knows that my
25 educational background is in child clinical

1 psychology. I'm a licensed psychologist. I came to
2 the Trust from the University of Miami. I came to the
3 University of Miami to do my internship, that's what
4 brought me to Miami, and then we stayed. I worked
5 with a lot of -- in my [inaudible 06:20] days with our
6 Healthy Start programs. So I know Karen from way
7 back. And then it was just the exciting opportunity
8 to be able to do to the Trust and help shape
9 strategically the investments to reach the Trust
10 mission. So it's been exciting. I've been here
11 pretty much since the beginning. So glad to be a
12 resource and to continue the work to support the
13 board's vision.

14 MR. HAJ: Imran. It's not a lengthy
15 introduction.

16 MR. ALI: Everyone knows me. [inaudible 06:55]
17 DCF and 10 years with the county as a child advocate.
18 During those two years I started with The Children's
19 Trust board as a board member for 12 years. So then I
20 switched over [inaudible 07:09]. I know most of you,
21 worked very close to you. I know most of you. So
22 it's really great to be here amongst all of you.

23 MR. HAJ: Juliette is another -- you've met --
24 she's been with the Trust for 15 years now --

25 MS. FABIENNE: Fifteen years.

1 MR. HAJ: Fifteen years. But in the executive
2 role almost --

3 MS. FABIEN: Three months.

4 MR. HAJ: Yes.

5 MS. FABIEN: Yeah, thank you, Jim. Hi, everyone.
6 Juliette Fabien. Let's see, if I were to -- what I
7 need to say about myself is how I started with my
8 career. [inaudible 07:46] you think you want to make
9 a difference in this area. So, for me, I came here in
10 my early 20's, so I wasn't raised and born here. So I
11 already been to college in Haiti, even though I have
12 to start over when I got here. Trying to figure out.
13 I wanted to be a linguist when I was in Haiti, but by
14 the time I moved here, I'm like, okay, so I go to the
15 health field and things like that.

16 So I was trying to -- how I was trying to figure
17 out, I ended up doing case management. I'm like, yes,
18 [inaudible 08:20] I felt like I was still doing case
19 management for them, help them do childcare for the
20 kids. But it didn't take me two months into the job
21 to realize, like, I'm not making a big difference
22 here. I don't think that's where I needed to be. I
23 need to be in a bigger organization, so I transitioned
24 to Jackson. I applied for Jackson Health System,
25 which is the largest. If I really want to make an

1 impact, I need to work for a larger system in our
2 community. So as I was working to Jackson a couple of
3 years, I went to a conference. And as a health
4 educator, I used to go into the community, I don't
5 know if you remember the [inaudible 09:00] we used to
6 do in different communities. We did mammogram
7 screening and things like that. So it's all about
8 prevention and things like that. And then I went to
9 that conference for the first time. I think sixteen
10 years ago, I heard about social determinant health.
11 I'm like, I was amazed. I was like, I want to know
12 more about social determinant health. And I remember,
13 I don't remember the name of that person, was talking
14 about how important 20 percent make a difference in a
15 life of a child or family. So I'm like, wait a
16 minute, I'm still in the wrong space, I need to be
17 doing social determinant of health, so maybe working
18 for Jackson is not the right thing.

19 I used to be -- [inaudible 09:44] to try what
20 they do, so now I started learning more and things
21 like that. And when the opportunity presented itself,
22 they were starting a brand new health scene, I'm like,
23 that's my chance to jump ship from Jackson to the
24 Trust and help build that scene. So I started from
25 the -- we organized differently. From the beginning I

1 was very happy. From the first time I started in the
2 Trust, transitioning from a larger organization that
3 was very structured, you know, you cannot change, you
4 cannot budge things like that. And then I came to the
5 Trust, I'm like, I'll just do this. It was flexible,
6 so I kind of liked that. And then I held several
7 position within the programs scene, but my focus was
8 always, okay, even though now I understand the impact
9 of social determinant of health, but I still had
10 vision still.

11 Stephanie used to tell me, Juliette, some of this
12 stuff you're doing in health, you need to do with
13 other programs, but I was still resistant about, yeah,
14 but that's extra things and I can support there, but I
15 don't see me doing those other things. So it takes
16 when Jim to come on board, as a director of program,
17 then I was -- I stepped back from programming
18 committee, more like thinking strategically how we as
19 a team can work together, all the programs that we
20 fund, to make sure that we see the full picture, not
21 just my tunnel vision about looking at the health.
22 Because I can't just come into The Children's Trust,
23 with maybe open my mind about how the social
24 determinant of health would impact the life of
25 children and families. But that didn't happen right

1 away. But I can finally say that I'm at a position
2 with -- I'm at a moment and a position to make that
3 difference and really use social determinant of health
4 to focus on how we impact the lives of children and
5 families in Miami-Dade County. If you were to ask me
6 that 10 years ago, at my job, I would say -- I didn't
7 have a title, but I definitely -- the function what
8 I'm doing right now with the program scene, probably I
9 would [inaudible 12:00]. So I'm very happy to be
10 here. I'm very happy to work with you and to learn
11 from you. So I'm sure I went on and on.

12 MR. HAJ: Juliette just had her birthday
13 yesterday. What she didn't tell you, six years ago
14 she almost quit on us and walked out of my office.
15 But she has been -- in the last couple of years.

16 MS. FABIEN: I'm glad you convinced me to stay.
17 Yeah, but I'm very happy to be here.

18 MR. HAJ: I think our newest executive is
19 Natalia. Natalia has three hats, communication, we
20 merged communication and community engagement several
21 months ago, so she has communications, community
22 engagement and public policy. She has three
23 departments she's overseeing.

24 MS. ZEA: Yes. It's a long title. It's plus
25 communications on the side. It's nice to connect.

1 I've met some of you individually in classifieds and
2 some I'm meeting for the first time in this board
3 meeting. So, I'm Natalia Zea. I have been with the
4 Trust a whopping five months, I think it is. Very
5 excited to be here. So my background, I'm actually
6 from Denver, Colorado, originally, and my background
7 was in journalism. I spent 14 years in news. I
8 covered a lot of investigate stories and saw very
9 quickly that that was one way to approach system
10 failures and issues in our communities, including
11 youth violence, and saw other opportunities outside of
12 these.

13 I just didn't want to tell the story anymore, I
14 wanted to actually do something on the other side of
15 it that would be meaningful. I left -- I worked at
16 CBS Miami for 10 years, here as a reporter. And then
17 I, about four, it's been four years ago, four and a
18 half, almost five years ago I worked at Miami-Dade
19 Public Schools. I went there and worked on some
20 different initiatives. I was in the office of
21 community engagement, where I focused on special
22 initiatives and business partnerships. Getting the
23 business community, really needed to rally around our
24 schools in order to improve things for our entire
25 community.

1 I also, there, moved up to a promotion in the
2 communications department. I was district director of
3 communications during COVID. So it was an interesting
4 time, the first historic shutdown of an entire school
5 system. The transition in summer. The move to
6 distance learning also in the fall. And then the
7 reopening, the developing in the fall. So in the year
8 I spent, the number over there was very eye opening.
9 The school system. It was a lot. It was a lot. It
10 was great.

11 I had an opportunity to move on to chief of staff
12 for Commissioner Danielle Cohen Higgins, who is
13 actually the BCC rep on the board. And I was there
14 for a short time and I always wanted to work for the
15 Trust. When I was in the school system, this always
16 seemed the place. Donovan seemed happy. And in the
17 end it really worked out great. Stars, moon and sun
18 all aligned for me to be able to come here.

19 I'm really excited about the merging of the
20 departments because community engagement and
21 communications really are hand-in-hand. And with them
22 together I think is a really powerful way to tell the
23 story of the Trust, the work that providers are doing.
24 And also make sure that folks know why they pay this
25 in taxes every month. They know the value of what we

1 bring. So I look at that as one of my main visions
2 here. And also, too, listen to the community and make
3 sure that what they're saying is reflected in the work
4 that we're doing and informing our processes.

5 Other than that, I have two kids, a 7-year-old
6 boy and a 9-year-old girl. And a big dog. And I'm
7 very happy to be in Miami. This is home, so. Thank
8 you.

9 MR. HAJ: Thank you.

10 And last, but certainly not least, our CFO.

11 MR. KIRTLAND: It's a pleasure to be here with
12 everybody today. As Jim sort of alluded to, there is
13 now a developing and longstanding issue with many
14 members of our board. I was sitting here thinking
15 about, as I look at our Chairman, Mr. Hoffman, is that
16 back in October of 2016, was my first Finance and
17 Operations Committee Meeting, which we brought a
18 budget amendment to -- for board approval. And Ken
19 had some pretty tough questions for me during that
20 meeting and I said, I think I really need to shape up
21 here for the rest of my time as newly appointed CFO.
22 But it's been -- sometimes in reflecting how I arrived
23 here at The Children's Trust, it seems like in certain
24 conversations, in certain calls in a matter of days,
25 or maybe a few weeks, but my life could have been very

1 different, but instead I ended up here at such a
2 valuable community-based organization. Getting to
3 combine a little bit of what I traditionally knew,
4 that I would develop my professional career as an
5 accountant, getting to do things with children and
6 children services in Miami-Dade County.

7 I had to plug a little bit after this weekend,
8 especially for new Florida students and graduates. I
9 graduated from Sanford University in Birmingham,
10 Alabama, that's not Stanford, that's Sanford
11 University, with only about 5,000 students. And that
12 football game against Florida this weekend was pretty
13 close, pretty late in the game against the mighty
14 powerful University of Florida and Sanford.

15 But I ended up, after Sanford, at a traditional
16 audit and tax service organizations. Went from about
17 two different organizations, one of them we do have
18 some work with, involved with our provider services,
19 known as [inaudible 17:56]. And as an auditor for
20 that organization, I was exposed to a lot of the
21 nonprofit organizations here in the county and
22 performing Children's Trust programs specific audits.
23 And so when I transitioned from that smaller audit-
24 based organization, I got my CPA license, that was
25 back in 2013 to 2014. And I think I called, on a

1 random note after learning that I had obtained my
2 license, I called Tiffany Bedran, our former CFO, and
3 I think she had been appointed to CFO maybe two or
4 three days after I just made that call.

5 So there was an opportunity to join the Trust in
6 the finance department, and then just a couple of
7 years later, an additional opportunity to really
8 challenge myself and take on the CFO position. And
9 that wasn't too long after Jim came in. And I think
10 maybe about seven, eight, maybe a little less than a
11 year at that point. But I think right away we got to
12 work on developing maybe what I would think as our
13 first, maybe not our first necessarily, but a robust
14 long-term financial strategy that we closely developed
15 with our finance committee.

16 And it had had a -- since developing, about three
17 different finance committee chairmen, who have really
18 helped with this financial plan. I think that we've
19 had this past three, four, five years come to
20 fruition, that you've maybe heard us discuss in
21 previous board meetings. I guess that gets us all
22 caught up.

23 Thank you.

24 MR. HAJ: Chairmen, thank you.

25 MR. HOFFMAN: Okay. I know we talked a lot

1 during board meetings about how quick the staff is.
2 This is now the core team in front of you. Again,
3 they've done a lot of work, they've had a lot of
4 challenges in the last year. I really thank all the
5 staff, but particularly the people in this room,
6 including our secretary, helping us out and getting us
7 through these times. So thank you.

8 The next thing I want -- I actually wanted to
9 skip over to, the next one will be quick and, you
10 know, we've worked on necessary for the -- at the
11 board retreat. We will be having a brief Nominating
12 Committee Meeting at the end of this board meeting.
13 The purpose is next year. We'll have a new slate of
14 officers to select. So the timeline is going to be
15 applications through December 10. For positions
16 beginning January 10. We will bring it to the board
17 on February 3rd board meeting, so that new officers
18 that have been put in place [inaudible 20:43].

19 So on to the board retreat. I think, certainly
20 since I've been around, the board retreat has been a
21 really [inaudible 21:24] and important part of the
22 board, talking about together, but also guiding staff
23 on the earnings of the Trust, as well as bringing new
24 initiatives and new ideas. So I wanted to do two
25 things at this meeting. The board retreat and the

1 finance. I think we have a plan as to what the staff
2 would like to do. But I'd also like anybody who has
3 any other ideas. [inaudible 21:54]. We had similar
4 ideas on thoughts [inaudible 22:03]. I'll let Lori
5 give a quick background of our plans and [inaudible
6 22:29].

7 MS. HANSON: Great. Great. So I was thinking if
8 we break the sections into content and process, that
9 would be the best way for me to share with you some of
10 our thoughts and then also get your input and feedback
11 to shape both of those areas. So, in terms of the
12 proposed content for what we see in the year ahead, we
13 want to make sure -- it's been a few years since we've
14 given the board kind of the solicitation processes
15 overview, like how does it work, and what are our
16 steps in releasing funding. One of the things that's
17 on our horizon is a lot of our major initiatives are
18 going to be needing to be released in the coming year,
19 in the next year, so we want you to really understand
20 and feel comfortable with our processes. We made a
21 lot of process improvements in the last cycle. We had
22 a lot of success with those improvements, from the
23 prior cycle. So just kind of reviewing where we're
24 at, how things work, make sure everybody is up to
25 speed on that in case you get asked questions and the

1 community and other roles want to know what's what
2 with solicitations.

3 The other thing that Jim has brought to the table
4 and asked us to vision on is a five-year solicitation
5 plan. So we have five-year cycles, but sometimes we
6 aren't always looking on the long horizon. So for the
7 last year or so, we've been really visioning that
8 five-year cycle. So getting ready, we know what's
9 coming next year. We also know what's coming two
10 years from now, three years from now, and then we kind
11 of look around and start back over again. We always
12 keep that five-year horizon. We're always seeing when
13 that cycle is looping back and needs to go back out
14 for more solicitation.

15 So we'd like to share with the board sort of that
16 five-year perspective view and where we're at on that.
17 And we have some cool tools to show timelines with
18 Jack's assistance bringing some of that into planning,
19 project management software. And then the focus, I
20 think in terms of actual substantive content, that we
21 would need the board's input, your thoughts, your
22 policy guidance on is the major, are the major
23 initiatives that would be going out for release next
24 year. And those included our youth development, which
25 is broken into two, like we have our K-5 programs and

1 we have our 6 to 12 programs. They go into
2 solicitations. And then parenting, for our parenting
3 initiative, we're actually going to be bringing under
4 one umbrella, the continuum of parenting supports that
5 we fund. So we have the Parent Club, which is one-
6 time workshops, educational awareness raising. Then
7 we have, of course, you're very familiar with our
8 longstanding parenting portfolio of group curriculum
9 that might last for a couple of months and all the way
10 including visitation progress that might last for a
11 couple of years.

12 And then we have our family strengthening
13 portfolio, which is really the more clinical
14 behavioral health interventions, parent/child
15 interaction, therapy trauma focused, cognitive
16 behavior therapy. So there's a whole range of
17 continuum, but we want to bring them under one
18 umbrella because they really relate to one another.
19 So we're going to bring that under parenting. That
20 really -- all of those together involve more than 200
21 contracts, about \$74 million dollars, depending on if
22 we decide to add more money to that or not. And that
23 can be part of the discussions that come after the
24 retreat when we start looking at budget planning.

25 But these major initiatives would be starting a

1 new funding cycle in October of 2023, and so that
2 means that we need to be working on solicitation
3 releases, late 2022, right. So this February 2022
4 retreat is a great time to really pick your brains,
5 what do you know about, what do you hear about our
6 afterschool programs, our summer camps. What do we
7 think about parenting continuum and how we need to --
8 what do we need to improve in that portfolio, what do
9 we need to keep doing, stop doing, et cetera. So
10 that's kind of content. I'll stop there and see if
11 you have other content pieces or suggestions related
12 to those pieces, but that's sort of where we were
13 going.

14 MR. HOFFMAN: Those who've been around, know that
15 at least in the last -- towards the end of the cycle,
16 we focused on what would we do with the money we had
17 available, [inaudible 27:09] but as Lori said, now
18 we're really looking forward to -- it seems like a
19 long way away, but the planning that will be done in
20 February, probably in forum, solicitations that
21 occurred during the year and for preparation, so.
22 It's really an important time.

23 Any other things that we want be considering in
24 terms of presentation or input from other board
25 members?

1 Go ahead.

2 MR. HINCAPIE: Thanks. It's really in February
3 when we're going to be giving you ideas. I think it's
4 great that you're bringing everything under one
5 umbrella. So I look forward to that meeting, so. And
6 obviously, Jim, cover your ears because I'm going to
7 mention ACEs. When you -- but it's basically the
8 social determinants of health when you, you know. To
9 me its ACEs, to Julia it's social determinants. The
10 more we do in that area, the better our children are
11 going to be. And I really want us to focus on that,
12 but I'll wait until February. I'm warning you.

13 MR. HOFFMAN: As I said earlier, these are the
14 people to talk to before February, too.

15 MR. HINCAPIE: Yes. Okay.

16 MS. FERRADAZ: I think it all makes perfect
17 sense. And I think you prepare us very, very well. I
18 think the context of -- we've been investing in these
19 areas for a long time, so I can really understand how
20 are we trending as a community, based on these
21 investments over the years. Are we seeing little
22 pockets of things? Goes back to ACEs, but, you know
23 what I mean? Do we need to be focusing on an area
24 more than another, et cetera. So just half and half.

25 MR. HOFFMAN: No, no, because two years ago, or

1 three years ago, we came out with a[inaudible 29:18].

2 MS. FERRADAZ: Yes. And I think -- we do it the
3 same at United Way, so looking at how are client
4 outcomes tracking, but then how are community outcomes
5 tracking. There's so much more money to invest. To
6 invest in this kind of thing. So really seeing how
7 are we doing.

8 FEMALE VOICE: [inaudible 29:50].

9 MS. HOLLINGSWORTH: I'm sorry, I couldn't quite
10 make out what you said --

11 FEMALE VOICE: I'm sorry.

12 MS. HOLLINGSWORTH: -- but I hope I'm not
13 repeating it. But it will instruct me in the
14 evaluation meeting last week. It would be interesting
15 to know how the work we're doing in that area is
16 looping back, but informing some of the RPs that may
17 be coming up. So that we can kind of close [inaudible
18 30:45] Maybe some of the investments can turn into
19 permanent practice.

20 FEMALE VOICE: I agree with Nelson, sorry. But
21 we are seeing, not only the dependency system, but we
22 also saw a lot of cases in the community of children
23 and family. We are seeing the issues are more severe
24 and the trauma that the kids are experiencing are more
25 severe. They want more interaction with the justice

1 system also. And like just today we were [inaudible
2 31:40] school system [inaudible 31:48].

3 MR. HOFFMAN: Thank you. Lori is going to talk
4 about the process.

5 MS. HANSON: Yes.

6 MR. HAJ: Let me jump --

7 MS. HANSON: Okay, go ahead.

8 MR. HAJ: One last comment on that. So last two
9 board retreats, leading up to this five-year cycle,
10 we've been working the last two years to start
11 preparing for this. And actually, the first group
12 comes today. [inaudible 33:03] and that was based on
13 a lot. That came at a last board retreat. And the
14 additional funds based on what the board has stated.
15 So we're coming to February, we're not coming broad,
16 it's going to come all with what the board had spoken
17 about in the last two years in the prep for the
18 release. So we've been working this for about a year
19 and a half. And even with FST today, what we're very
20 proud of, what we've heard from the board, was a
21 tracking system or a referral system, so that we can
22 close some loops. So we have been building out the
23 last year. The last seven of months, our referral IT
24 system. So we've can refer and track the referral
25 system. So there's a lot of planning into release and

1 FST today. And we're having the board approve the
2 additional \$4 million dollars going into that
3 additional needs in our community. So that is being
4 released today.

5 MS. HANSON: Yeah. And I think it is important
6 to note the long cycle we have, right. You know, so
7 last February we took a lot of input related to
8 exactly what Gilda was talking about, with the really
9 high need families and children who are just having
10 major life challenges and need multiple system
11 interventions to support them. And sort of that
12 wraparound model. And so we had, as Jim said, we had
13 that resolution today to approve the release for that
14 solicitation will be coming out actually in February
15 when we're -- when we're having the retreat, that will
16 be served out on the streets, if you will, people will
17 be starting their applications to start new
18 programming next fall. So --

19 MR. HAJ: We're talking about today. I
20 apologize, we're talking about today you mean.

21 MS. HANSON: Yeah. Yes, the meeting, the board
22 meeting today.

23 MR. HAJ: No, the morning meeting.

24 MS. HANSON: Oh, the morning meeting. Oh yeah,
25 we had a networking session with people today just to

1 let people in the community know that this is coming,
2 that the board put a priority on the high need
3 population, especially during the pandemic where we
4 see things have been really rammed up, amped up, you
5 know, in terms of needs. And so that's -- that
6 additional funding for your approval this afternoon,
7 \$4 million more dollars going in there, hopefully
8 after additional partnerships to get funded out. So
9 that's sort of where -- you can see the long view,
10 from when you met last February, coming around to
11 that. And so what we'll be looking for in the retreat
12 is looking at some of our more -- the afterschool and
13 summer programs, universal, preventive oriented
14 programs. Looking at social-emotional learning.
15 Physical fitness and health and nutrition. And then
16 of course literacy. And then the parenting programs,
17 as I mentioned, continuum, right. Some more
18 universal, general, everybody needs -- everybody comes
19 with a manual, all these clichés that you hear about
20 kids. And all the way to the end of, my kid has
21 experienced a major trauma and needs cognitive
22 behavior therapy to help recover, right.

23 So yeah, just thinking of that arch, of how long
24 it takes to kind of get things done and that's why
25 we're going to start the discussions for programming

1 the -- coming out for funding later in the year and
2 starting with 2023.

3 MR. HAJ: I'm going to wrap it up. But we had
4 over 300 participants on this morning call of all our
5 partners and sharing what people need, but also asking
6 for input, are we missing anything, what they see in
7 the community. So it's really informational session
8 and there's a QA and waiting for them to verify
9 feedback to us before this thing is rolled out.

10 MS. HANSON: And then tomorrow we have the one
11 for Trust Academy to let people know about the support
12 program and professional development supports. And
13 that's where we're including your additional priority
14 and funding for racial equity work and the social
15 emotional wellness work that you all discussed at last
16 year's retreat. So yes. So great content. Open to
17 other content ideas. Feel free to reach out to me if
18 you have any other thoughts or questions you want us
19 to make sure we address.

20 In terms of process and format, activities, we've
21 had a mix of things in the past and I would anticipate
22 that's probably what we want to go for again. But I
23 wanted to just put out there to ask your level of
24 interest in keeping things more in large groups
25 presentations and discussions. I know it's a large

1 board, so then maybe that makes it more difficult for
2 everybody to get their thoughts heard. We've done
3 small breakout sessions and rotations in the past as
4 well, so sort of looking to your thinking in terms of
5 if you're thinking about this content, are you --
6 which way do you think might be better.

7 And then the balance of internal/external
8 presenters. So we just had an Early Childhood
9 Committee Meeting that was pretty successful. It had
10 a mix of external people, experts bringing information
11 to us, along with our internal staff sharing about our
12 current portfolios performance. And so when we're
13 thinking about these other potential areas of content,
14 which is sort of how our solicitation process works,
15 what's the five-year cycle look like, and in
16 particular, double clicking into the youth development
17 and the parenting investments. What are your thoughts
18 about who would you like to hear from, and then in
19 what way would you like to interface with one another,
20 larger groups, breakouts?

21 MR. HOFFMAN: I mean one of the things that has
22 always been said is time constraints. Lori can speak
23 really rapidly, but I think that we need to [inaudible
24 38:49] I'd like personally the small group format,
25 being able to add breakout sessions because people can

1 talk to each other [inaudible 38:58] don't necessarily
2 group context. But I think that constrains many
3 teaching sessions or lecture type of sessions, but I
4 do think it's important to get some small group.

5 MS. HANSON: And just to interject, we do have, I
6 think locked on the calendar now, like the morning,
7 right. So we're thinking sort of a half day session,
8 which maybe gives us three to four hours.

9 MS. HOLLINGSWORTH: I like the smaller sessions.
10 Are we in person or virtual this year?

11 MS. HANSON: I don't know if I'd go out on that
12 limb. I feel like I've been on that limb before.
13 Like, oh yeah, we'll be in person by then, yeah.

14 MR. HOFFMAN: [inaudible 39:47] in person.

15 MS. HANSON: Yes.

16 MR. HOFFMAN: Or in person --

17 MS. HANSON: Yes.

18 MR. HOFFMAN: Bigger space and being able to move
19 around. That's helpful. A lot of people were
20 expecting more so than they are in person.

21 FEMALE VOICE: I like the small group.

22 MR. HOFFMAN: [inaudible 40:18] feedback. This
23 goes to actually what Miriam brought up, too, is that,
24 I think to the extent we [inaudible 40:25] some of the
25 [inaudible 40:28]. But I do think if we're going to

1 have a lot to cover, I think some of the easy things,
2 maybe even putting out an outline so it makes it
3 easier. But some of the things, like the preparation
4 and research, if [inaudible 41:00].

5 MS. HANSON: And then it gives you more time for
6 the small groups.

7 MR. HOFFMAN: Absolutely. Things that can help
8 us save time.

9 MS. HOLLINGSWORTH: That's why anything that can
10 be [inaudible 41:24].

11 MR. HOFFMAN: As I said, this is not [inaudible
12 41:48] retreat or otherwise, so. [inaudible 41:56].
13 Lori does reach out. I know she will probably reach
14 out to a couple board members [inaudible 42:12].
15 Anything else? Okay. Then we're adjourned.

16

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18 (Whereupon, at 3:45 p.m., the meeting was
19 adjourned.)

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CERTIFICATE OF TRANSCRIPTION

The above and foregoing transcript is a true and correct typed copy of the contents of the file, which was digitally recorded in the proceeding identified at the beginning of the transcript, to the best of my ability, knowledge and belief.

Christy Caldera

Christy Caldera, Transcriber

January 31, 2022